Factors that Affect Employee Welfare in Improving Employee Performance at Pt. Semen Indonesia (SIG) Persero TBK

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ABSTRACT: This study aims to explain and analyze the influence of job promotion, decision making and employee confidence on employee welfare through employee performance to bridge the gap. The population in this study is all employees of PT. Semen Indonesia (SIG) Persero Tbk and its cement producing subsidiaries include PT. Semen Padang, PT. Semen Gresik, PT. Semen Tonasa, Thang Long Cement Joint Stock Company and PT. Build Indonesia which numbered 5,448 employees. The samples used in this study, namely 340 respondents, by using sampling probability technique or multistage random sampling or determination of sampling cluster based on the division of an area / region in stages. The analysis technique used for hypothesis testing is the modeling of structural equations (SEM) Smart PLS Ver,-3. The results showed that promotion of positions had a significant impact on employee performance. Promotion of positions has no significant effect on employee welfare. Decision-making has a significant impact on the performance of employee. Decision making has no significant effect on employee welfare. Employee trust has a significant impact on employee performance. Employee trust has a significant impact on employee welfare and employee performance has a significant impact on employee welfare.

Keywords: Promotion of positions, Decision Making, Employee Trust, Employee Performance and Employee Welfare

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1. INTRODUCTION

The development of the sale of settlements in Indonesia is largely determined by the welfare received by employees. The role of promotion of a position cannot be released in relation to the sale of a settlement because the promotion of a position is a support in a company to provide opportunities for employees to obtain what is appropriate to their knowledge, Advertising, Sales Promotion, Public Relations and Publicity, Personal Sales, and Direct Marketing closely related to the establishment of a level of well-being (Kotler Philip, 2002). This is in line with Law No.40 of 2007 governing Limited Liability Companies (PT) in Indonesia is a legal entity that is a capital alliance, established under an agreement, conducting business activities with a basic capital that is entirely divided into shares and meets the requirements set forth in this Law and its implementation regulations. Furthermore, decision making has a role in achieving the sales objectives of Indonesian companies in maintaining sales continuity. Decision making is the most important thing in formulating the company's policy in finding new theories and applications to increase sales (Fahmi I, 2016). The company is also required to always make the right decision to increase sales of the resulting product, it also makes the employee's desire for the level of welfare can be increased as well. In addition to decision

making, employee trust is also very important because no matter how much profit a company generates but is not accompanied by employee trust, the company has not reached the best level in HR management. This is in line with the quality of work life and confidence in stress management in improving employee performance (Gitzy K., Silvya M. and Victor P., 2019). Furthermore, in addition to employee confidence, employee performance also supports the level of sales of the company that will later reduce the level of employee welfare in its influence on the level of wages, welfare and loyalty (Efendi and Tamami, 2017). At this time where the Corona Virus Disease (Covid-19) pandemic in 2020 makes the cement industry in Indonesia also get more specific impact on PT. Semen Indonesia (SIG) Persero Tbk and its subsidiaries experienced quite a sales crisis that forced the company to reduce sales volume slightly. Here's the sales of PT. Semen Indonesia (SIG) Persero Tbk and its subsidiaries for approximately 5 (five) years have fluctuated.

Tab 1 : Sales Data of Persemanan PT. Semen Indonesia (SIG) Persero Tbk (SIG) 2015 – 2020

Year	Cement Sales	Increase/Decrease in Sales (Rp)	Percentage (%)
2015	Rp 1.427.092.047.000,-	-	-
2016	Rp 1.637.229.113.000,-	Rp 210.137.066.000,-	12
2017	Rp 1.952.521.133.000,-	Rp 315.292.020.000,-	19
2018	Rp 1.285.538.666.000,-	Rp (666.982.467.000)	-39
2019	Rp 2.344.088.000.000,-	Rp 1.058.549.334.000,-	63
2020	Rp 3.096.236.000.000,-	Rp 752.148.000.000,-	45

Source : *Annual Report PT. SIG, 2021*

In table 1 above from 2015 - 2020 can be the sales of supply in PT. Semen Indonesia (SIG) Persero Tbk and its subsidiaries declined sharply in 2018 cement sales of Rp 1,285,538,666,000,- then in 2019 increased Rp 2,344,088,000,000,- or about 63% then in 2020 experienced a slight increase of Rp 3,096,236,000,000,- or about 45% which slightly decreased sales volume due to the occurrence of Corona Virus Disease (Covid-19) in Indonesia, especially PT companies. GIS has an impact on the number of stalled development. One of the main keys in maintaining the cement industry in Indonesia while paying attention and increasing the promotion of positions for competent employee, the decision making of the right leadership for the steps taken to improve sales, employee trust is very important also to maintain the stability of the company in the midst of the pandemic storm Corona Virus Disease (Covid-19) which almost all life lines are directly or indirectly affected . Then the performance of employees who always contribute to the production of sediment and accompanied by the provision of adequate welfare received by employees who make a real contribution to the company in increasing sales revenue.

Based on research conducted by Yamin, Sakawati and Putri (2020) stated that promotion of positions affects employee performance with these results can be concluded that promotion of positions is getting better in affecting employee performance. Furthermore, the results found in the study on the influence of decision making affect the performance of employees by Habibie, Musriha and Negoro (2017) showed that decision making positively affects employee performance. Further research conducted by Sangperm and Jermsittiparsert (2019) stated that employee trust affects employee performance that will improve employee welfare. Then research conducted by Isrial, Sunarya, Tarmizi and Sany (2020) which stated that employee performance has a positive and significant effect on well-being. This indicates that the promotion of positions, decision making and employee trust conducted by the government and the company directly affects the performance of employees. Setiyowati (2013) research results showed that the promotion of positions, decision making and employee trust through employee performance positively and significantly affect employee welfare and the results of research conducted by Fahrullah (2018) stated that the positive and significant influence between employee performance and employee welfare.

2. CONCEPTUAL MODELS AND HYPOTHESES

Literature Review

a) Promotion of Positions

Yamin, M.Nur, Sakawati, Herlina, Putri and Nur M (2020); Razak Abdul, Sarpan and Ramlan (2018); Ariansyah Nopri, Airlanggan and Bayu (2019) stated that there is a need for promotion of positions in every field of science to occupy a position or position in the company and government to make a real contribution to the performance of employees and can provide input to improve employee welfare (Position Affects Performance and Can Improve Welfare) called (Promotion With The Aim Of Employee Welfare) to meet the needs of the company in the promotion of positions seti appropriate division according to the needs of a company or government sector.

b) Decision Makin

Decision making is a process through a combination of individuals or groups and integrating existing information with the aim of choosing one of a variety of possible actions (Baron and Byrne, 2005). Decision making is used to select an action as a way of troubleshooting. Decision-making as a continuation of problem solving has a function as the basis or beginning of all conscious and directed human activities individually and in groups both institutionally and organizationally (Stoner, Freeman, Gilbert and Sacristan, 1996).

c) Employee Trust

Sangperm and Jermsittiparsert (2019) stated that attention refers to the belief that employees are in desperate need of working for a company or industry. Especially in a pharmaceutical industry organization in Thailand that requires full trust in employees to work as best as possible in an effort to improve the performance of the company's employees in order to maintain the image of a company in the eyes of consumers, especially in the pharmaceutical industry. There is a positive relationship between three measures of workplace performance (financial performance, labor productivity and quality of products or services) and average employee trust at both points in time. In addition, this relationship applies when we jointly model the trust of the average employee and the performance of the company in terms of instrumental variables to take into account the potential endogenity of employee trust. Shows that limiting overtime paid and access to training has the potential to erode employee trust. In addition, we found that jobs or job reorganization experienced at either the employee or organizational level were associated with lower employee trust (Brown, Gray, McHardy and Taylor, 2015).

d) Employee Performance

The reason why customers become more loyal to the brand on the service is the introduction of customer needs so that they get optimal satisfaction from the seller. Therefore, customers demonstrate greater brand loyalty and strengthen satisfactory relationships with sellers (Pantja S. and Darmawan D., 2005). Clear and transparent employee career management is one of the important factors that can improve the harmony of work atmosphere and strengthen the level of trust between employees and management. A common problem in the process of assessing employee performance is the subjectivity of decision making, especially if some employees have capabilities that are not much different (Setiyowati, 2013).

e) Employee Welfare

Welfare is influential with wage levels, work welfare and work loyalty. Welfare of employees in the field and offices at PT. Angkasa Engineers Indonesia, is needed because it concerns job satisfaction, family and life (Efendi and Tamami, 2017). Then showed that welfare has a positive effect on the performance of employees of Mercu Buana University. From the results of this study, researchers can provide suggestions so that this study can be useful as an employee performance evaluation material (Isrial, Sunarya, Tarmizi and Sany, 2020). As well as the Islamic Performance of Employees of Islamic Hospitals in Tulungagung Regency, testing and analyzing the influence of Islamic Leadership on the welfare of employees of the Norm of the Quran and as Sunnah has been implemented in a kaffah in Islamic leadership where the results show a positive and

significant influence between islamic leadership on the welfare of employees of Islamic Hospitals in Tulungagung Regency, East Java Province (Fahrullah, 2018).

Hypothesis

Job Promotion Affects Employee Performance

Promotion of positions obtained positive and significant results. This shows that the promotion of positions that have been done by a company both government and private sector directly affects the performance of employees. Job promotion research conducted by Yamin, Sakawati and Putri (2020) proves that promotion of positions has a positive and significant effect on employee performance. Regional Secretariat of Makassar City. In line with the research conducted by Razak, Sarpan and Ramlan (2018) stated that the promotion of positions has a positive and significant effect on employee performance and research conducted by Ariansyah and Airlangga (2019) promotion of positions has a positive and significant effect on the performance of employees PT. Transfashion Indonesia.

H1 : Job Promotion has a positive and significant effect on employee performance

Decision Making Affects Employee Performance

Research conducted by Habibie, Musriha and Negoro (2017) stated that the results of the analysis of the influence of decision making on employee performance showed that decision making had a positive and significant effect on the performance of employees of PT Geo Given Sidoarjo. In line with the research conducted by Sugiyanto and Ruknan (2020) in his research suggests that decision making has a positive and significant effect on the performance of employees in the Directorate General of Paud and Public Education. As well as research conducted by Setiawan (2019) showed that there is a positive and significant influence between decision making on employee performance on CV Bintang which means that the better decision making taken by the company leadership, the better the performance produced by employees.

H2 : Decision making has a positive and significant effect on employee performance

Wealthy Trust Affects Employee Performance

This means that with the trust of employees given by the organization, it will improve the performance of employees in the workplace. Research conducted by Brown, Gray, McHardy and Taylor (2015) stated that employee trust has a positive and significant effect on employee performance in the workplace. Furthermore, research conducted by Gitzy, Silvya and Victor (2019) stated that trust has a positive and significant effect on stress management and employee performance improvement at Mercure Manado Hotel. The higher the trust given by the company to employees, the level of stress management and employee performance will be better. Further research conducted by Pantja S. and Darmawan D. (2005) stated that employee confidence is positive and significant to employee performance. This means proving the higher the influence of trust will improve employee performance. If a company or government wants to improve employee performance then it must make improvements in the employee trust sector which is the most important thing in order to provide the best results in a job and can provide ideas of corporate and government management can run effectively.

H3 : Decision making has a positive and significant effect on employee performance

Promotion of Positions Affects Employee Welfare

Dewi and Utama (2018) stated that the decision-making of the Village Head Leadership, Community Participation and The Success of the Mandara Integrated Village Development Movement Program in Karangasem Subdistrict had an insignificant effect in improving the welfare of the community. Furthermore, the decision-making of the Village Fund Allocation Program (ADD) has an effect and insignificant effect on improving the welfare of the community in an Islamic economic perspective (Wulandari, 2017). As well as research conducted by Sariono (2006) where the decision of PLN leadership on the offer and policy analysis in reducing the energy and electricity crisis is done by building gas and steam power plants. The authority of

energy procurement of electricity by the state is delegated to the State Electricity Public Company as a State-Owned Enterprise through Presidential Decree No. 16 of 1994 intended to regulate the terms and procedures in the process of bidding for the development of nuclear power plants has no significant effect in the realization of improving the welfare and prosperity of the people.

H5 : Decision making has an effect AND is insignificant to employee welfare

**Employee Trust Affects Employee Welfare**
Explaining that it has to do with strengthening interpersonal trust in an organization, introducing employee empowerment practices and improving employee job satisfaction and commitment. Due to a lack of trust in management, there will be a high turnover of employees. This in turn will negatively impact the welfare performance of management and employees (Appelbaum, Louis, Makarenko, Saluja, Maleshko and Kulbashian, 2013). Furthermore, research conducted by Vveinhardt, Andriukaitiene and Vienazindiene (2018) stated corporate social responsibility (CSR) covers issues of corporate sustainability, environmental and employee welfare, the extent to which there are physical feelings and psychological state of employees analyzed, the impact of the organization's climate on employee confidence in company policies and employee involvement into the implementation of CSR initiatives. Organizational engagement to address social issues increases employee productivity and reduces cases of harassment, by influencing the organization's general financial results at the same time. As well as expressing the trust of the organization in Muscatand its impact on organizational learning (OL) which is based on the willingness of employees to share knowledge gathered through experience to improve organizational performance and sustainable competitiveness. Online structured questionnaires and Microsoft Excel used to collect and analyze data show significant organizational trust exists within the organization including organizational transparency, management style, employee welfare and support, and job security (Zarine and Saqib, 2018).

H6 : Employee trust has a positive and significant effect on employee welfare

Employee Performance Affects Employee Welfare
Found that manufacturing companies with higher employee well-being had better innovation performance as measured by these three categories of patent applications and positive relationships were primarily reflected in the level of quality of innovation but not in quantity. Channel tests show that the positive impact of employee welfare on innovation performance in Chinese manufacturing companies is primarily achieved by retaining outstanding employees, attracting positive media reports and improving inventor efficiency (R&D). Finally, we tested the validity of the three impact channels using mediation effect analysis and confirmed our conclusions further (Wei Y, Nan and Wei G, 2020). As well as research found that direct compensation has a positive and significant effect on employee performance, and indirect compensation has a positive and significant effect on employee performance. To improve employee performance, the company can maintain and improve indirect compensation services, because indirect compensation has a dominant influence in affecting employee performance, such as improving employee welfare, paying attention to what employees need today, then the company can provide indirect compensation in return for employee services that have been provided to the company (Brasilio and Tridayanti, 2020).

H7 : Employee performance has a positive and significant effect on employee welfare
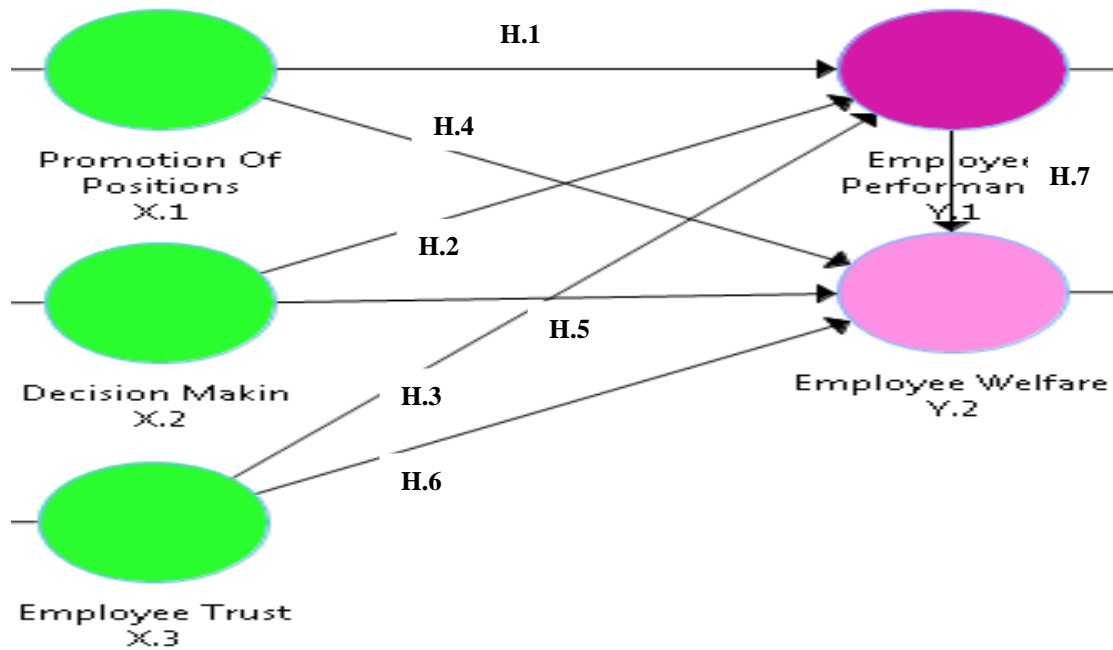
Source : *Data Processed Smart Partial Least Square Program* (PLS) Ver,-3

Figure 1 . Conceptual Framework of Relationships Between Variables

3.   RESEARCH METHODS

The research was conducted at PT. Semen Indonesia (SIG) Persero Tbk. This location was chosen because of PT. Semen Indonesia (SIG) Persero Tbk is famous for the cement industry in Indonesia and the world spread throughout Indonesia through existing subsidiaries making development industry projects in the world, especially in Indonesia using PT's cement products. SIG because it provides the best guarantee with the logo "Stand Hard and Strong". The object in this study is the cement industry of the parent company of PT. Semen Indonesia (SIG) Persero Tbk and in 6 subsidiaries spread throughout Indonesia, among others PT. Semen Padang, PT. Semen Gresik, PT. Semen Tonasa, Thang Long Cement Joint Stock Company, and PT Bangun Indonesia with a focus on employee welfare, job promotion, decision making, employee trust and employee performance. The population in this study is the total number of organic employees and contracts at PT. Semen Indonesia (SIG) Persero Tbk as well as in 6 other subsidiaries of PT. Semen Padang, PT. Semen Gresik, PT. Semen Tonasa, Thang Long Cement Joint Stock Company, and PT Bangun Indonesia numbered 5,448 employees. Sampling techniques are done with Probability Sampling is multistage random sampling or determination of sampling clusters based on the division of an area / region / place in stages, then taken randomly for each area, the goal is so that each sample in an area / place has the same opportunity to be a respondent. That is, anyone who accidentally encountered researchers can be used as a sample. As for determining some samples used by researchers using Slovin formula in (Sugiyono, 2011).

Tab 2 : Samples Based on *Multistage Random Sampling*

No.	Company Name	Population	Sample
1.	PT. Semen Indonesia (SIG) Persero Tbk	1.425	75
2.	PT. Semen Padang	835	45
3.	PT. Semen Gresik	937	65
4.	PT. Semen Tonasa	765	55
5.	Thang Long Cement Joint Stock Company	742	56
6.	PT. Bangun Indonesia	744	44
JUMLAH		**5.448**	**340**

Source : *PT. Semen Indonesia (SIG) Persero Tbk, 2021*

From table 2 above based on multistage random sampling of population in PT. Semen Indonesia (SIG) Persero Tbk as well as 6 cement producing subsidiaries include PT. Semen Padang, PT. Semen Gresik, PT. Semen Tonasa, Thang Long Cement Joint Stock Company, and PT Bangun Indonesia as many as 5,448 employees while sampling as many as 340 employees. Data collection Method used in this study is through the dissemination of questionnaires to employees of PT. Semen Indonesia (SIG) Persero Tbk as well as 6 cement producing subsidiaries include PT. Semen Padang, PT. Semen Gresik, PT. Semen Tonasa, Thang Long Cement Joint Stock Company, and PT Bangun Indonesia. The data collection in this study used questionnaire method. Respondents' answers were measured using a 5-point Likert scale. The data analysis technique used is structural equation modeling (SEM) Smart Partial Least Square (PLS).

4. RESULTS AND DISCUSSIONS

Respondents used in this study had different characteristics or identities according to Table 3

Tab 3 : Respondent Characteristics

No	Variable	Classification	Number of Respondents	Percentage (%)
1	Gender	Male	180	53
		Female	160	47
	Total		**340**	**100**
2	Age	25 - 30 Tahun	35	10
		31 – 35 tahun	82	12
		36 – 40 Tahun	72	21
		41 – 45 Tahun	66	28
		>45 Tahun	85	29
	Total		**340**	**100**
3.	Education	High School	60	17
		Diploma	90	27
		Bachelor	105	31
		Masters	85	25
	Total		**340**	**100**

Source : *Primary Data Processed, 2021 (N=340)*

Based on Table 3. respondents were mostly lacquer-gender as much as 53%. Based on age, 25 years to 30 years old by 10%, age 31 to 35 years old by 12%, age 36 to 40 years old by 21%, age 41 to 45 years old by 28% and age over 45 years of age by 29%. A person's last education can reflect the level of knowledge and understanding of the business they own. Based on Table 3 it can be known that respondents are mostly of high school educational background 17%, followed by Diploma 27%, Bachelor 31% and Master 25%.

Validity Test

Tab 4 : Data Validity Test

No.	Variabel/Indikator	Nilai t-hitung	Nilai t-tabel	Keterangan
1.	**Promotion Of Positions (X.1)**			
	Loyal and integrity employees (X1.1)	0,390	0,165	Valid
	Creative and initiative (X1.2)	0,661	0,165	Valid
	Value more than other employees (X1.3)	0,686	0,165	Valid
	Can provide solutions, not just complaints (X1.4)	0,892	0,165	Valid
	Want to share knowledge (X1.5)	0,930	0,165	Valid

	Profesional dalam bekerja (X1.6)	0,906	0,165	Valid
	Length of time worked (X1.7)	0,695	0,165	Valid
2.	**Decision Makin (X.2)**			
	Identify the problem (X2.1)	0,320	0,165	Valid
	Formulating alternatives (X2.2)	0,645	0,165	Valid
	Analyzing risks and consequences (X2.3)	0,687	0,165	Valid
	Choose alternatives and evaluate decisions (X2.4)	0,859	0,165	Valid
3.	**Employee Trust (X.3)**			
	Choose alternatives and evaluate decisions (X3.1)	0,451	0,165	Valid
	Interested and passionate in carrying out tasks (X3.2)	0,837	0,165	Valid
	Have loyalty and responsibility to tasks and organizations (X3.3)	0,771	0,165	Valid
	Confident in management's ability to achieve organizational goals (X3.4)	0,765	0,165	Valid
	Confident and accepting of organizational objectives (X3.5)	0,770	0,165	Valid
4.	**Employee Performance (Y.1)**			
	Quality (Y1.1)	0,763	0,165	Valid
	Quantity (Y1.2)	0,669	0,165	Valid
	Timeliness (Y1.3)	0,703	0,165	Valid
	Effectiveness of resource usage (Y1.4)	0,727	0,165	Valid
	Self-sufficient (Y1.5)	0,659	0,165	Valid
	Commited (Y1.6)	0,701	0,165	Valid
5.	**Employee Welfare (Y.2)**			
	Job satisfaction (Y2.1)	0,841	0,165	Valid
	Family satisfaction (Y2.2)	0,906	0,165	Valid
	Life satisfaction (Y2.3)	0,928	0,165	Valid

Source : *Primary Data Processed, 2021 (N=340)*

Table 4 of the validity tests above show that all question/statement items for measuring job promotion variables (X.1), decision making (X.2), employee trust (X.3), performance (Y.1) and employee well-being (Y.2) in this study had correlation coefficients greater than 0.165 (t-tabel values for n=340). Thus, it can be concluded that all items in the question indicator/statement of job promotion variables (X.1), decision making (X.2), employee trust (X.3), performance employee (Y.1) and employee welfare (Y.2) are valid.

Reliability Test
Tab 5 : Data Reliability Test

No.	Variabel/Indikator	*Cronbach Alpha*	r-tabel	Ket
1.	**Promotion Of Positions (X.1)**			
	Loyal and integrity employees (X1.1)	0,891	0,111	Reliabel
	Creative and initiative (X1.2)	0,864	0,111	Reliabel
	Value more than other employees (X1.3)	0,861	0,111	Reliabel

		0,825	0,111	Reliabel
	Can provide solutions, not just complaints (X1.4)	0,825	0,111	Reliabel
	Want to share knowledge (X1.5)	0,816	0,111	Reliabel
	Profesional dalam bekerja (X1.6)	0,827	0,111	Reliabel
	Length of time worked (X1.7)	0,861	0,111	Reliabel
2.	**Decision Makin (X.2)**			
	Identify the problem (X2.1)	0,611	0,111	Reliabel
	Formulating alternatives (X2.2)	0,562	0,111	Reliabel
	Analyzing risks and consequences (X2.3)	0,511	0,111	Reliabel
	Choose alternatives and evaluate decisions (X2.4)	0,711	0,111	Reliabel
3.	**Employee Trust (X.3)**			
	Choose alternatives and evaluate decisions (X3.1)	0,821	0,111	Reliabel
	Interested and passionate in carrying out tasks (X3.2)	0,672	0,111	Reliabel
	Have loyalty and responsibility to tasks and organizations (X3.3)	0,718	0,111	Reliabel
	Confident in management's ability to achieve organizational goals (X3.4)	0,711	0,111	Reliabel
	Confident and accepting of organizational objectives (X3.5)	0,711	0,111	Reliabel
4.	**Employee Performance (Y.1)**			
	Quality (Y1.1)	0,744	0,111	Reliabel
	Quantity (Y1.2)	0,771	0,111	Reliabel
	Timeliness (Y1.3)	0,760	0,111	Reliabel
	Effectiveness of resource usage (Y1.4)	0,755	0,111	Reliabel
	Self-sufficient (Y1.5)	0,781	0,111	Reliabel
	Commited (Y1.6)	0,769	0,111	Reliabel
5.	**Employee Welfare (Y.2)**			
	Job satisfaction (Y2.1)	0,902	0,111	Reliabel
	Family satisfaction (Y2.2)	0,702	0,111	Reliabel
	Life satisfaction (Y2.3)	0,721	0,111	Reliabel

Source : *Primary Data Processed, 2021 (N=340)*

Table 5 of the reliability tests above shows that question/statement items for job promotion variables (X.1), decision making (X.2), employee trust (X.3), employee performance (Y.1) and employee well-being (Y.2) have Cronbach's Alpha values above 0.7 and above the 0.111 and so it can be stated that the question/statement item for the question/statement variable for the job promotion variable (X.1), decision making (X.2), employee trust (X.3), performance of the company (Y.1) and employee welfare (Y.2) deserves to be used as a data collection tool and as a measuring instrument.

Classic Assumption Test
Normality Test
Tab 6 : Data Normality Test

One-Sample Kolmogorov-Smirnov Test

		X.1	X.2	X.3	Y.1	Y.2
N		340	340	340	340	340
Normal Parameters a,b	Mean	34.99029	33.74147	31.65824	31.52029	32.68147
	Std. Deviation	4.354554	3.534582	4.807643	3.313313	2.491365
Most Extreme Differences	Absolute	.131	.116	.121	.141	.214
	Positive	.101	.124	.073	.060	.067
	Negative	-.049	-.065	-.111	-.121	-.114
Kolmogorov-Smirnov Z		2.869	2.097	2.043	2.229	2.098
Asymp. Sig. (2-tailed)		.008	.155	.200	.128	1.000

a. Test distribution is Normal.

b. Calculated from data.

Source : *Data Processed SPSS Program 21,-*

From table 6 above can be inferred the results of the data normality test with Kolmogorov-Smirnov by comparing the value of probability numbers or Asymp. Sig (2-tailed) with a significance level of 0.05 or 5% with decision making if the value of significance is less than 0.05 or 5% then the distribution of data is abnormal. Based on SPSS Ver calculation,-21 above is a probability number value or Asymp. Sig (2-tailed) with significance above 0.05 or 5% then the data is declared distributed normally.

Multicoionerity Test

Tab 7 : Data Multicoionerity

No.	Variable	Collionearity Statistics	
		Tolerence	**VIF**
1.	Promotion Of Positions (X.1)	0,406	2.463
2.	Decision Makin (X.2)	0,475	2.105
3.	Employee Trust (X.3)	0,276	3.746
4.	Employee Performance (Y.1)	0,239	4.190

Dependent Variable : Employee Welfare

Source : *Data Processed SPSS Program 21,-*

In table 7, the result of the calculation of Tolerance value is no independent variable that has a Tolerance value of less than 0.10 with a Tolerance value of 0.406, 0.475 decision making, 0.276 employee confidence and 0.239 employee performance. Meanwhile, the results of variance inflation factor (VIF) value calculation also showed the same thing that the absence of VIF value from independent variables that have a VIF value of more than 10 with the value of VIF each independent variable worth promotion of 2,463 positions, decision making of 2,105, employee trust of 3,746 and employee performance of 4,190. Referencing the results of the calculation of Tolerance and VIF values can be concluded that there is no multicoionerity between independent variables in the regression model.

Spearman Test

Tab 8 : Spearman Data Test X.1 – Y.1

Correlations

			Promotion Of Positions	Employee Performance
Spearman's rho	Promotion Of Positions	Correlation Coefficient	1.000	.545**
		Sig. (2-tailed)	.	.000
		N	340	340
	Employee Performance	Correlation Coefficient	.545**	1.000
		Sig. (2-tailed)	.000	.
		N	340	340

**. Correlation is significant at the 0.01 level (2-tailed).

Based on table 8 the output above is known that the N or the amount of research data is 340, then the sig value. (2-tailed) is 0.000, as the basic basis of decision making above, it can be concluded that there is a significant relationship between the promotion of positions and the performance of employees. Furthermore, from the table above known Correlation Coefficient (correlation coefficient) of 0.645, then this value indicates the ongoing relationship between job promotion and employee performance.

Tab 9 : Spearman Data Test X.1 – Y.2

Correlations

			Promotion Of Positions	Employee Welfare
Spearman's rho	Promotion Of Positions	Correlation Coefficient	1.000	.763**
		Sig. (2-tailed)	.	.000
		N	340	340
	Employee Welfare	Correlation Coefficient	.763**	1.000
		Sig. (2-tailed)	.000	.
		N	340	340

**. Correlation is significant at the 0.01 level (2-tailed).

Based on table 9 output above it is known that the N or the amount of research data is 340, then the sig value. (2-tailed) is 0.000, as the basic basis of decision making above, it can be concluded that there is a significant relationship between the promotion of positions and the welfare of employees. Furthermore, from the table above known Correlation Coefficient (correlation coefficient) of 0.763, then this value indicates the ongoing relationship between promotion of positions and employee welfare.

Tab 10 : Spearman Data Test X.2 – Y.1

Correlations

			Decision Makin	Employee Performance
Spearman's rho	Decision Makin	Correlation Coefficient	1.000	.729**
		Sig. (2-tailed)	.	.000
		N	340	340
	Employee Performance	Correlation Coefficient	.729**	1.000
		Sig. (2-tailed)	.000	.
		N	340	340

**. Correlation is significant at the 0.01 level (2-tailed).

Based on the output table above it is known that the N or the amount of research data is 340, then the sig value. (2-tailed) is 0.000, as is the basis of the above decision making, it can be concluded that there is a significant relationship between decision making and employee performance. Furthermore, from the table above known Correlation Coefficient (correlation coefficient) of 0.729, then this value indicates the current relationship between decision making and employee performance.

Tab 11 : Spearman Data Test X.2 – Y.2

Correlations

			Decision Makin	Employee Welfare
Spearman's rho	Decision Makin	Correlation Coefficient	1.000	.864**
		Sig. (2-tailed)	.	.000
		N	340	340
	Employee Welfare	Correlation Coefficient	.864**	1.000
		Sig. (2-tailed)	.000	.
		N	340	340

**. Correlation is significant at the 0.01 level (2-tailed).

Source : *Data Processed SPSS Program 21,-*

Based on the output table above it is known that the N or the amount of research data is 340, then the sig value. (2-tailed) is 0.000, as is the basis of the above decision making, it can be concluded that there is a significant relationship between decision making and employee welfare. Furthermore, from the table above known Correlation Coefficient (correlation coefficient) of 0.864, this value indicates a high relationship between decision making and employee welfare.

Tab 12 : Spearman Data Test X.3 – Y.1

Correlations

			Employee Trust	Employee Performance
Spearman's rho	Employee Trust	Correlation Coefficient	1.000	.675**
		Sig. (2-tailed)	.	.000
		N	340	340
	Employee Performance	Correlation Coefficient	.675**	1.000
		Sig. (2-tailed)	.000	.
		N	340	340

**. Correlation is significant at the 0.01 level (2-tailed).

Source : *Data Processed SPSS Program 21,-*

Based on the output table above it is known that the N or the amount of research data is 340, then the sig value. (2-tailed) is 0.000, as the basic basis of decision making above, it can be concluded that there is a significant relationship between employee trust and employee performance. Furthermore, from the table above known Correlation Coefficient (correlation coefficient) of 0.675, then this value indicates the moderate relationship between employee trust and employee performance.

Tab 13 : Spearman Data Test X.3 – Y.2

Correlations

			Employee Trust	Employee Welfare
Spearman's rho	Employee Trust	Correlation Coefficient	1.000	.708**
		Sig. (2-tailed)	.	.000
		N	340	340
	Employee Welfare	Correlation Coefficient	.708**	1.000
		Sig. (2-tailed)	.000	.
		N	340	340

**. Correlation is significant at the 0.01 level (2-tailed).

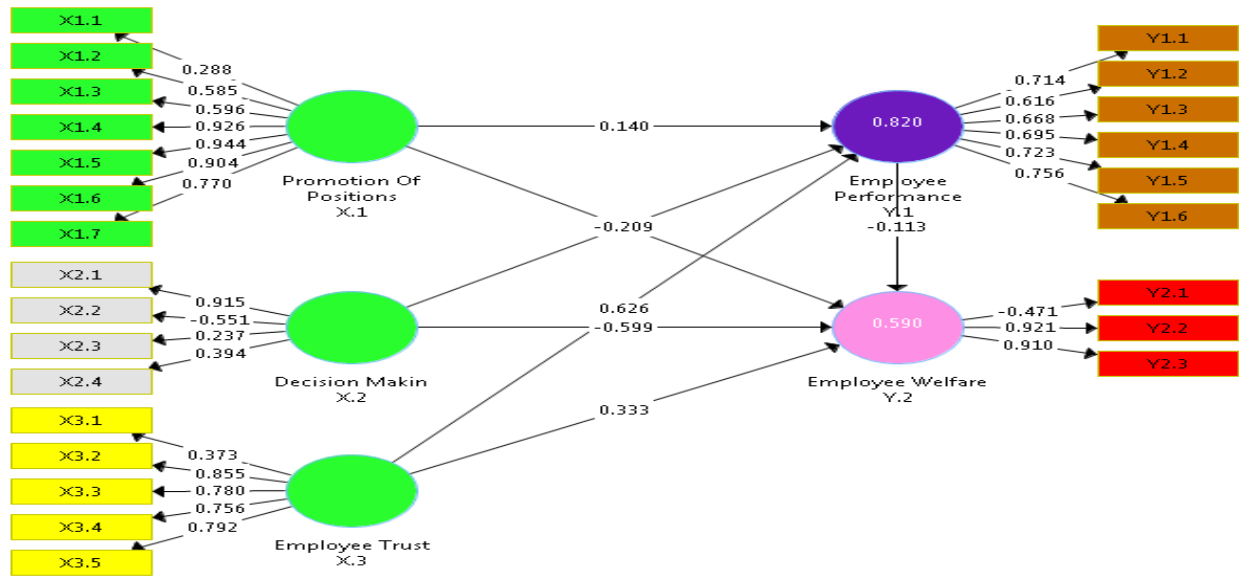Source : *Data Processed SPSS Program 21,-*

Based on the output table above it is known that the N or the amount of research data is 340, then the sig value. (2-tailed) is 0.000, as the basic basis of decision making above, it can be concluded that there is a significant relationship between employee trust and employee welfare. Furthermore, from the table above

known Correlation Coefficient (correlation coefficient) of 0.708, then this value indicates the moderate relationship between employee trust and employee welfare.

Tab 14 : Spearman Data Test Y.1 – Y.2

Correlations

			Employee Performance	Employee Welfare
Spearman's rho	Employee Performance	Correlation Coefficient	1.000	.641**
		Sig. (2-tailed)	.	.009
		N	340	340
	Employee Welfare	Correlation Coefficient	.641**	1.000
		Sig. (2-tailed)	.009	.
		N	340	340

**·. Correlation is significant at the 0.01 level (2-tailed).

Source : *Data Processed SPSS Program 21,-*

Based on the output table above it is known that the N or the amount of research data is 340, then the sig value. (2-tailed) is 0.000, as the basic basis of decision making above, it can be concluded that there is a significant relationship between employee performance and employee welfare. Furthermore, from the table above known Correlation Coefficient (correlation coefficient) of 0.641, then this value indicates the moderate relationship between employee performance and employee welfare.

Tab 15 : Reliability Results

Variabel	Cronbach's Alpha	rho A	Composite Reliability	Average Variance Extracted (AVE)
Decision Makin X.2	0,505	0,421	0,272	0,338
Employee Performance (Y.1)	0,794	0,805	0,849	0,486
Employee Trust (X.3)	0,764	0,808	0,845	0,536
Employee Welfare (Y.2)	0,342	0,757	0,626	0,632
Promotion (X.1)	0,862	0,941	0,891	0,563

Source : *Data Output Smart Partial Least Square* (PLS) Ver,-3

The results showed reasonable reliability due to the reliability of alpha and Cronbach composites, rho A and composite reliability lower than the benchmark of 0.7. Acceptable convergent validity is recognized because all AVE (Average Variance Extracted) values are below 50%, which is the case for the current data (See Table 15). Therefore, we concluded that validity needs to be eliminated indicators in order to obtain a perfect reliability validity value.
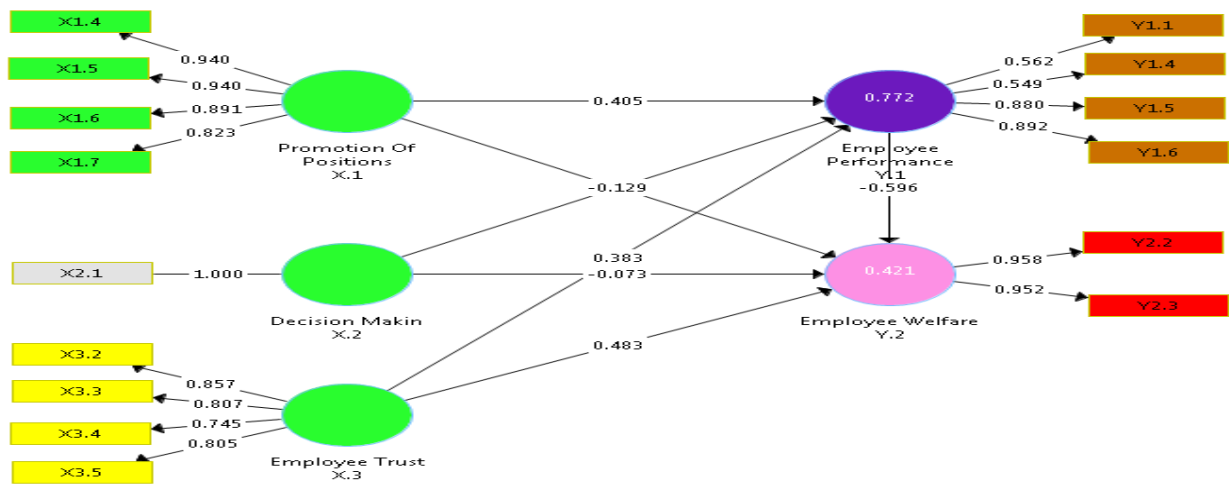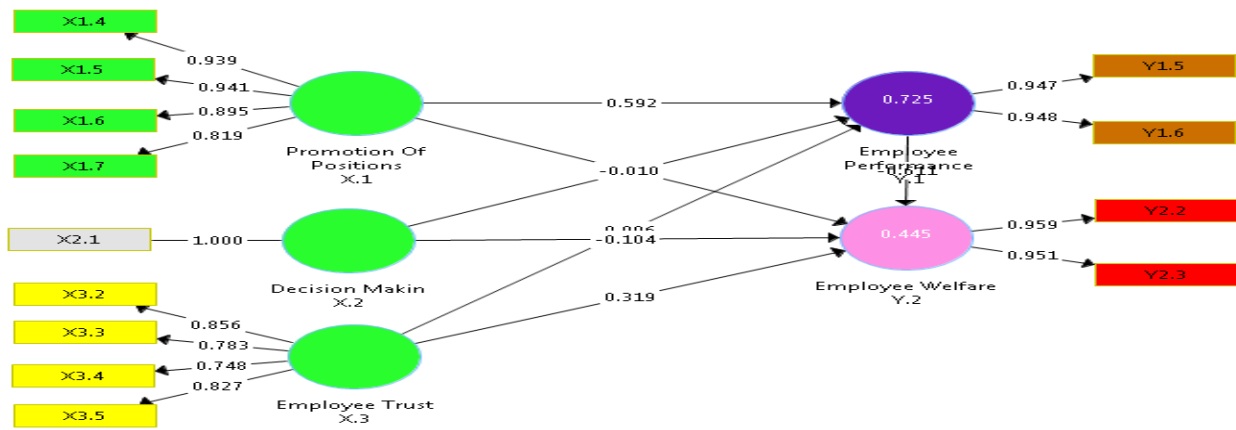
Source : *Data Processed Smart Partial Least Square Program* (PLS) Ver,-3

Figure 2 : Path Diagram with Loading Factor Value (Phase 1)

Based on Figure 2 above, the X.1, X.2, X.3, Y.1 and Y.2 indicators must be eliminated from the model because it has a loading factor value below 0.4. Then it is necessary to do a diagram test of the path of stage 2.

Based on the output table above it is known that the N or the amount of research data is 340, then the sig value. (2-tailed) is 0.000, as the basic basis of decision making above, it can be concluded that there is a significant relationship between employee performance and employee welfare. Furthermore, from the table above known Correlation Coefficient (correlation coefficient) of 0.641, then this value indicates the moderate relationship between employee performance and employee welfare.

Source : *Data Processed Smart Partial Least Square Program* (PLS) Ver,-3

Figure 3 : Path Diagram with Loading Factor Value After Indicator Elimination (Stage 2)

When compared to other latent variables, the percentage that employees can explain is still below other latent variables. In addition, there was a problem of differences in signs of loading factors in employee welfare variables. The output presented in Figure 3 indicates that the loading factor of the Y1.1 and Y1.4 indicators is below 0.6 and marked negative. Overall, the indicators used to measure employee welfare variables are negative statements/questions or in other words are things that want to be suppressed or produce the lowest value in order to obtain optimal employee welfare value. In addition, the Y1.1 and Y1.4 indicators are not indicators in assessing well-being, so with both considerations, the Y1.1 and Y1.4 indicators are eliminated from the model and obtained the following results.

Source : *Data Processed Smart Partial Least Square Program* (PLS) Ver,-3

Figure 4 : Path Diagram with Loading Factor Value (Final Stage)

Based on Figure 4 it can be known that more than 80% of the variants of each of the three indicators, namely X1.4, X1.5, X1.6 and X1.7 can be explained by latent variables exogenous promotion of positions. The exogenous latent variable decision making can explain the variant of the X2.1 indicator more than 100%. Variants of X3.2, X3.3, X3.4 and X3.5 can each be explained by exogenous latent variables of employee trust above 70%. Intervening variables are able to explain variants of Y1.5 and Y1.6 of more than 90% respectively. While endogenous variables of employee welfare as endogenous latent variables are able to explain both indicators, namely Y2.2, and Y2.3 each above 90%. Thus, overall each latent variable has been able to explain the variants of each indicator that measures it above 70%.

Tab 16 : Path Coefficient

Variabel		Original Sample	Sample Mean	Std. Deviation	T-Statistic	P-Value
X.1	Y.1 ➤	0,592	0,582	0,062	9,498	0,000
X.2	Y.1 ➤	0,279	0,286	0,065	4,311	0,000
X.3	Y.1 ➤	0,096	0,098	0,025	3,843	0,000
X.1	Y.2 ➤	-0,010	-0,013	0,084	0,121	0,904
X.2	Y.2 ➤	-0,104	-0,103	0,071	1,469	0,143
X.3	Y.2 ➤	0,319	0,320	0,042	7,656	0,000
Y.1	Y.2 ➤	-0,611	-0,610	0,082	7,408	0,000

Source : *Data Output Smart Partial Least Square* (PLS) Ver,-3, (N=340), 2021

Hypothesis 1 : Based on hypothesis testing evidenced by t-value of 9,498 > 1.96 with significance of P-Value 0.000 > 0.05 (5%) this indicates that promotion of positions has a significant effect on employee performance which means that the hypothesis is accepted.

Hypothesis 2 : Based on hypothesis testing evidenced by t-value of 4,311 > 1.96 with significance of P-Value 0.000 > 0.05 (5%) this indicates that decision making has a significant effect on employee performance which means hypotheses are accepted.

Hypothesis 3 : Based on hypothesis testing evidenced by t-value of 3,843 > 1.96 with significance of P-Value 0.000 > 0.05 (5%) this indicates that employee trust has a significant effect on employee performance which means the hypothesis is accepted.

Hypothesis 4 : Based on hypothesis testing evidenced by t-value of 0.121 < 1.96 with significance of P-Value 0.904 < 0.05 (5%) this indicates that promotion of positions has no significant effect on employee welfare which means that the hypothesis is rejected. Hypothesis 5 : Based on hypothesis testing evidenced by t-value of 1,469 > 1.96 with significance of P-Value 0.143 < 0.05 (5%) this indicates that decision making has no significant effect on employee welfare which means that the hypothesis is rejected. Hypothesis 6 : Based on

hypothesis testing as evidenced by t-value of 7,656 > 1.96 with significance of P-Value 0.000 < 0.05 (5%) this indicates that employee trust has a significant effect on employee well-being which means the hypothesis is accepted.

Hypothesis 7 : Based on hypothesis testing evidenced by t-value of 7,048 > 1.96 with significance of P-Value 0.000 < 0.05 (5%) this indicates that employee performance has a significant impact on employee well-being which means the hypothesis is accepted.

Tab 17 : Model Fit

Nama	Saturated Model	Estimated Model
SRMR	0,068	0,068
d_ULS	0,427	0,427
d_G	0,546	0,546
Chi-Square	971,766	971,766
N F I	0,750	0,750

Source : *Data Output Smart Partial Least Square* (PLS) Ver,-3

Based on the output of table 17 above, it can be concluded that the value of SRMR estimated model shows a value of 0.068 or above 0.010 which means that according to Hu and Bentler (1999) is considered suitable. SmartPLS (2015) introduced the SRMR as a goodness of fit measure for PLS-SEM that can be used to avoid model specification errors. Then the d_ULS value indicates the estimated model value of 0.427 and the d_G with the estimated model value of 0.546 with p-value (p > 0.05) means that a fit model has been formed. Furthermore, the Value of Chi-Square indicates a value of 971,766 which is assumed to be multinormal distribution and normed fit index (NFI) value indicates a value of 0.750 or 75% meaning that the ability of job promotion variables, decision making, employee confidence affects employee welfare in improving employee performance by 75%, the rest is 25% influenced by other variables not studied in this study.

Job Promotion Affects Employee Performance (H.1)
The results showed that indirect effect positively affects employee performance at PT. Semen Indonesia (SIG) Persero Tbk with an original sample value of 0.592 with a T-Statistical value of 9,498 > 1.96 with a p-value of < 0.005. This means that if the promotion of the position will be permissible, it affects the performance of employees. The achievement of employee performance is inseparable from how the promotion of positions provided by PT. Semen Indonesia (SIG) Persero Tbk. Where the promotion of positions include loyal and integrated employees, creative and initiative, value more than other employees, can provide solutions not only complaints, willing to share, professionals in work and the length of time worked at PT. Semen Indonesia (SIG) Persero Tbk as a form of fulfillment of attention to employees. If you look at the results of research that shows that promotion of positions affects the performance of employees, then PT. Semen Indonesia (SIG) Persero Tbk should be able to give attention to the performance of its employees with quality, quantity, timeliness, effectiveness of resource use, independent and committed.

The test results of the Diagram Line accompanied by Value Loading Factor early stage variable promotion of position consists of indicators of loyal and integrated employees, creative and initiative, value more than other employees, bias provides solutions not only complaints, willing to share, professionals in work and the length of time worked. Employee performance variables consist of indicators of quality, quantity, timeliness, effectiveness of resource use, self-reliant and committed. In line with research conducted by Yamin, Sakawati and Putri, (2020) showed that promotion of positions affects employee performance. The test results of the Path Diagram accompanied by the value of loading factor final stage and the results of the variable hypothesis of promotion of positions can provide solutions not only complaints, willing to share, professionals in work and the length of time worked. In line with what did, Razak, Sarpan and Ramlan (2018) stated that the promotion of positions affects employee performance and obtains positive and significant results. In other words, in increasing the promotion of PT positions. Semen Indonesia Persero Tbk in 5 subsidiaries including PT. Semen Padang, PT. Semen Gresik, PT. Semen Tonasa, Thang Long Cement Joint Stock Company and PT. Build Indonesia, the higher the level of performance of PT employees. Semen Indonesia Persero Tbk. So the first

hypothesis is accepted. This is in line with the results of research conducted by Ariansyah and Airlangga, (2019) stated that promotion of positions has a positive and significant effect on employee performance. This indicates the promotion of positions that have been conducted by PT. Semen Indonesia (SIG) Persero Tbk can indirectly affect the creation of employee performance.

Decision Making Affects Employee Performance (H.2)
The results showed that indirect effect positively affects employee performance at PT. Semen Indonesia (SIG) Persero Tbk with an original sample value of 0.279 with a T-Statistical value of 4,311 > 1.96 with a p-value of < 0.005. This means that if decision making is to be presented, it affects the performance of employees. The achievement of employee performance is inseparable from how the decision-making is made by PT. Semen Indonesia (SIG) Persero Tbk. Where decision making includes identifying problems, formulating alternatives, analyzing risks and consequences and choosing alternatives and evaluating decisions on PT. Semen Indonesia (SIG) Persero Tbk as a form of fulfillment of attention to employees. If you look at the results of research that shows that decision making affects employee performance, then PT. Semen Indonesia (SIG) Persero Tbk should be able to provide a good policy on the performance of employees produced with quality, quantity, timeliness, effectiveness of resource use, independent and committed.

Track Chart test results accompanied by Loading Factor Value the initial stage of decision making variables consists of indicators identifying problems, formulating alternatives, analyzing risks and consequences as well as choosing alternatives and evaluating decisions. Employee performance variables consist of indicators of quality, quantity, timeliness, effectiveness of resource use, self-reliant and committed. In line with the research conducted by Habibie, Musriha and Negoro (2017) showed that decision making affects employee performance. The test results of the Path Diagram accompanied by the final stage loading factor value and the result of the decision-making variable hypothesis are formulating alternatives. In line with sugiyanto and Ruknan (2020) stated that decision making affects employee performance and obtains positive and significant results. In other words, in determining the decision-making policy of PT. Semen Indonesia (SIG) Persero Tbk in 5 subsidiaries including PT. Semen Padang, PT. Semen Gresik, PT. Semen Tonasa, Thang Long Cement Joint Stock Company and PT. Build Indonesia, the higher the level of performance of PT employees. Semen Indonesia Persero Tbk. So the second hypothesis is accepted. This is in line with the results of research conducted by Setiawan (2019) stated that decision making has a positive and significant effect on employee performance. This shows the decision-making policy that has been done by the leadership of PT. Semen Indonesia (SIG) Persero Tbk can indirectly affect the creation of employee performance.

Employee Trust Affects Employee Performance (H.3)
The results showed that employee trust indirectly (indirect effect) positively affects employee performance at PT. Semen Indonesia (SIG) Persero Tbk with an original sample value of 0.096 with a T-Statistical value of 3,843 > 1.96 with a p-value of < 0.005. This means that if employee trust will be presented, it affects the employee's performance. The achievement of employee performance is inseparable from how employee trust is given by PT. Semen Indonesia (SIG) Persero Tbk. Where employee trust includes having a sense of organization, interested and passionate in carrying out tasks, having loyalty and responsibility to tasks and organizational, confident in management's ability to achieve organizational goals and confident and accepting organizational goals. If you look at the results of research that shows that employee trust affects employee performance, then PT. Semen Indonesia (SIG) Persero Tbk must be able to provide good trust to employees so that employee performance is produced with quality, quantity, timeliness, effectiveness of resource use, independent and committed.

The test results of the Track Diagram accompanied by the Value loading factor early stage variable employee trust consists of indicators have a sense of organization, interested and passionate in carrying out tasks, have loyalty and responsibility to the task and organizational, confident in the ability of management to achieve organizational goals and confident and accept the goals of the organization. Employee performance variables consist of indicators of quality, quantity, timeliness, effectiveness of resource use, self-reliant and committed. In line with research conducted by Brown, Gray, McHardy and Taylor (2015) shows that employee trust affects employee performance. The results of the Diagram Track test accompanied by the value of loading factor final

stage and the results of the variable hypothesis of employee trust are interested and passionate in carrying out tasks, have loyalty and responsibility to the task and organizational, confident in the ability of management to achieve organizational goals and confident and accept the objectives of the organization.

In line with Gitzy, Silvya and Victor (2019) stated that employee trust affects employee performance and achieves positive and significant results. In other words, in giving trust to the employees of PT. Semen Indonesia (SIG) Persero Tbk in 5 subsidiaries including PT. Semen Padang, PT. Semen Gresik, PT. Semen Tonasa, Thang Long Cement Joint Stock Company and PT. Build Indonesia, the higher the level of performance of PT employees. Semen Indonesia Persero Tbk. So the third hypothesis is accepted. This is in line with the results of research conducted by Pantja S. and Darmawan D. (2005) stated that employee trust has a positive and significant effect on employee performance. This shows the trust given to the employees of PT. Semen Indonesia (SIG) Persero Tbk can indirectly affect the creation of employee performance.

Promotion of Positions Affecting Employee Welfare (H.4)

The results showed that direct effect negatively affects employee welfare at PT. Semen Indonesia (SIG) Persero Tbk with the original sample value -0.010 with a T-Statistical value of 0.121 < 1.96 with a p-value of > 0.005. This means that if the promotion of the position is not in place then it affects the welfare of employees. The achievement of employee welfare needs to get special attention by the leadership of PT. Semen Indonesia (SIG) Persero Tbk. Where the promotion of positions include loyal and integrated employees, creative and initiative, value more than other employees, can provide solutions not only complaints, willing to share, professionals in work and the length of time worked. If you look at the results of research that shows that promotion of positions is influential but not significant to the welfare of employees, then PT. Semen Indonesia (SIG) Persero Tbk should provide opportunities for competent employees in their fields to get promotion of positions so that employee welfare generated through job satisfaction, family satisfaction and life satisfaction can be achieved.

The test results of the Diagram Line accompanied by Value Loading Factor early stage variable promotion of position consists of indicators of loyal and integrated employees, creative and initiative, value more than other employees, can provide solutions not only complaints, willing to share, professionals in work and the length of time worked. Employee welfare variables consist of indicators of job satisfaction, family satisfaction and life satisfaction. In line with research conducted by Ermawati (2017) showed that promotion of positions has no significant effect on employee welfare. The test results of the Path Diagram accompanied by the value of loading factor final stage and the results of the variable hypothesis of promotion of positions that can provide solutions not only complaints, willing to share, professionals in work and the length of time worked. In line with the conduct of Fahmi (2017) stated that the promotion of positions affects the welfare of employees and obtains negative and insignificant results. In other words, in providing promotion of positions to employees of PT. Semen Indonesia (SIG) Persero Tbk in 5 subsidiaries including PT. Semen Padang, PT. Semen Gresik, PT. Semen Tonasa, Thang Long Cement Joint Stock Company and PT. Build Indonesia, it should pay more attention to the level of employee welfare provided by PT. Semen Indonesia (SIG) Persero Tbk. So the fourth hypothesis was rejected. This is in line with the results of research conducted by Sari and Touana (2017) stated that promotion of positions has no significant effect on employee welfare. This shows the promotion of positions given to employees of PT. Semen Indonesia (SIG) Persero Tbk can not directly affect the creation of employee welfare.

Decision Making Affects Employee Welfare (H.5)

The results showed that direct effect negatively affects the welfare of employees at PT. Semen Indonesia (SIG) Persero Tbk with the original sample value of -0.104 with a T-Statistical value of 1,469 < 1.96 with a p-value of > 0.005. This means that if decision making is not in place it affects the welfare of employees. The achievement of employee welfare needs to get special attention by the leadership of PT. Semen Indonesia (SIG) Persero Tbk. Where decision making includes identifying problems, formulating alternatives, analyzing risks and consequences and choosing alternatives and evaluating decisions on PT. Semen Indonesia (SIG) Persero Tbk as a form of fulfillment of attention to employees. If you look at the results of research that shows that decision

making has an effect but is not significant to the welfare of employees, then the leadership of PT. Semen Indonesia (SIG) Persero Tbk must provide the best policy decisions so that the welfare of employees generated through job satisfaction, family satisfaction and life satisfaction can be achieved.

Track Chart test results accompanied by Loading Factor Value the initial stage of decision making variables consists of indicators identifying problems, formulating alternatives, analyzing risks and consequences as well as choosing alternatives and evaluating decisions. Employee welfare variables consist of indicators of job satisfaction, family satisfaction and life satisfaction. In line with the research conducted by Dewi and Utama (2018) showed that decision making has no significant effect on the welfare of employees. The test results of the Path Diagram accompanied by the final stage loading factor value and the result of the decision-making variable hypothesis are formulating alternatives. In line with wulandari (2017) stated that decision making affects employee welfare and obtains negative and insignificant results. In other words, in providing decision making to employees of PT. Semen Indonesia (SIG) Persero Tbk in 5 subsidiaries including PT. Semen Padang, PT. Semen Gresik, PT. Semen Tonasa, Thang Long Cement Joint Stock Company and PT. Build Indonesia, it should pay more attention to the level of employee welfare provided by PT. Semen Indonesia (SIG) Persero Tbk. So the fifth hypothesis was rejected. This is in line with the results of research conducted by Sariono (2006) stated that decision making has no significant effect on employee welfare. This shows the decision making given to employees of PT. Semen Indonesia (SIG) Persero Tbk can not directly affect the creation of employee welfare.

Employee Trust Affects Employee Welfare (H.6)
The results showed that employee trust directly (direct effect) positively affects the welfare of employees at PT. Semen Indonesia (SIG) Persero Tbk with an original sample value of 0.319 with a T-Statistical value of 7,656 > 1.96 with a p-value of < 0.005. This means that if the trust of employees will be presented, it affects the welfare of employees. The achievement of employee welfare is inseparable from how employee trust is given by PT. Semen Indonesia (SIG) Persero Tbk. Where employee trust includes having a sense of organization, interested and passionate in carrying out tasks, having loyalty and responsibility to tasks and organizational, confident in management's ability to achieve organizational goals and confident and accepting organizational goals. If you look at the results of research that shows that employee trust affects employee welfare, then PT. Semen Indonesia (SIG) Persero Tbk must be able to provide good trust to employees so that the welfare of employees produced with quality, quantity, timeliness, effectiveness of resource use, independent and committed is achieved.

The test results of the Track Diagram accompanied by the Value loading factor early stage variable employee trust consists of indicators have a sense of organization, interested and passionate in carrying out tasks, have loyalty and responsibility to the task and organizational, confident in the ability of management to achieve organizational goals and confident and accept the goals of the organization. Employee welfare variables consist of indicators of job satisfaction, family satisfaction and life satisfaction. In line with research conducted by Appelbaum, Louis, Makarenko, Saluja, Maleshko and Kulbashian (2013) showed that employee trust affects employee well-being. The results of the Diagram Track test accompanied by the value of loading factor final stage and the results of the variable hypothesis of employee trust are interested and passionate in carrying out tasks, have loyalty and responsibility to the task and organizational, confident in the ability of management to achieve organizational goals and confident and accept the objectives of the organization. In line with Vveinhardt, Andriukaitiene and Vienazindiene (2018) stated that employee trust affects employee welfare and achieves positive and significant results. In other words, in giving trust to the employees of PT. Semen Indonesia (SIG) Persero Tbk in 5 subsidiaries including PT. Semen Padang, PT. Semen Gresik, PT. Semen Tonasa, Thang Long Cement Joint Stock Company and PT. Build Indonesia the higher the level of employee welfare of PT. Semen Indonesia (SIG) Persero Tbk. So the sixth hypothesis is accepted. This is in line with the results of research conducted by Zarine and Saqib (2018) stated that employee trust has a positive and significant effect on employee welfare. This shows the trust given to the employees of PT. Semen Indonesia (SIG) Persero Tbk can directly affect the creation of employee welfare.

Employee Performance Affects Employee Welfare (H.7)

The results showed that employee trust directly (direct effect) positively affects the welfare of employees at PT. Semen Indonesia (SIG) Persero Tbk with an original sample value of -0.611 with a T-Statistical value of 7,408 > 1.96 with a p-value of < 0.005. This means that if the employee's performance will be functioned it affects the welfare of the employee. The achievement of employee welfare is inseparable from how employees perform. PT. Semen Indonesia (SIG) Persero Tbk. Where employee performance includes quality, quantity, timeliness, effectiveness of resource use, independent and committed. If you look at the results of research that shows that k employees affect employee welfare, then employees of PT. Semen Indonesia (SIG) Persero Tbk should be able to provide a good level of performance of the company so that the welfare of employees provided with quality, quantity, timeliness, effectiveness of resource use, independent and committed to be realized.

Track Diagram test results accompanied by Loading Factor Value early stage employee performance variables consist of indicators of quality, quantity, timeliness, effectiveness of resource use, independent and committed. Employee welfare variables consist of indicators of quality, quantity, timeliness, effectiveness of resource use, self-reliant and committed. In line with research conducted by Wei Y, Nan and Wei G, (2020) showed that employee performance affects employee welfare. The test results of the Path Diagram accompanied by the final stage loading factor value and the results of the employee performance variable hypothesis are independent and committed. In line with brasilio and Tridayanti (2020) stated that employee performance affects employee welfare and obtains positive and significant results. In other words, the performance given by the employees to PT. Semen Indonesia (SIG) Persero Tbk in 5 subsidiaries including PT. Semen Padang, PT. Semen Gresik, PT. Semen Tonasa, Thang Long Cement Joint Stock Company and PT. Build Indonesia, further improve the welfare of PT employees. Semen Indonesia Persero Tbk which can directly affect the creation of employee welfare so the seventh hypothesis is accepted.

6. CONCLUSION

Based on the results of testing and empirical discussion, the conclusion of this study is that the promotion of positions has a positive and significant effect on the performance of employees at PT. Semen Indonesia (SIG) Persero Tbk in 5 subsidiaries including PT. Semen Padang, PT. Semen Gresik, PT. Semen Tonasa, Thang Long Cement Joint Stock Company and PT. Build Indonesia. The taking of the desperation has a positive and significant effect on the performance of employees at PT. Semen Indonesia (SIG) Persero Tbk in 5 subsidiaries including PT. Semen Padang, PT. Semen Gresik, PT. Semen Tonasa, Thang Long Cement Joint Stock Company and PT. Build Indonesia. Employee trust has a positive and significant effect on employee performance at PT. Semen Indonesia (SIG) Persero Tbk at 5 p.m. subsidiaries include PT. Semen Padang, PT. Semen Gresik, PT. Semen Tonasa, Thang Long Cement Joint Stock Company and PT. Build Indonesia. Promotion of positions has an insignificant effect on the welfare of employees at PT. Semen Indonesia (SIG) Persero Tbk in 5 subsidiaries including PT. Semen Padang, PT. Semen Gresik, PT. Semen Tonasa, Thang Long Cement Joint Stock Company and PT. Build Indonesia hypothesis rejected. Decision making has no significant effect on the welfare of employees at PT. Semen Indonesia (SIG) Persero Tbk in 5 subsidiaries including PT. Semen Padang, PT. Semen Gresik, PT. Semen Tonasa, Thang Long Cement Joint Stock Company and PT. Build Indonesia hypothesis rejected. Employee trust has a significant impact on employee welfare at PT. Semen Indonesia (SIG) Persero Tbk in 5 children among others PT. Semen Padang, PT. Semen Gresik, PT. Semen Tonasa, Thang Long Cement Joint Stock Company and PT. Build Indonesia. As well as employee performance has a significant impact on the welfare of employees at PT. Semen Indonesia (SIG) Persero Tbk in 5 subsidiaries including PT. Semen Padang, PT. Semen Gresik, PT. Semen Tonasa, Thang Long Cement Joint Stock Company and PT. Build Indonesia. So it can be concluded that there are 2 (two) hypotheses that are rejected, among others, promotion of positions on welfare (H.4) and decision making on employee welfare (H.5), the rest hypotheses are accepted.

Based on the results of the research and conclusions that have been outlined, there are some suggestions in terms of promotion of positions, things that must be done by state-owned companies, especially PT. Semen Indonesia (SIG) Persero Tbk as well as its 5 subsidiaries include PT. Semen Padang, PT. Semen Gresik, PT. Semen Tonasa, Thang Long Cement Joint Stock Company and PT. Build Indonesia so that more opportunities

for competent employees to occupy a position / position by paying attention to the indicators of promotion of positions that are loyal and integrated employees, creative and initiative, value more than other employees, can provide solutions not only complaints, willing to share, professionals in work and the length of time worked to improve employee performance and can meet employee welfare. In the case of decisions of the leaders of state-owned companies, especially PT. Semen Indonesia (SIG) Persero Tbk as well as its 5 subsidiaries include PT. Semen Padang, PT. Semen Gresik, PT. Semen Tonasa, Thang Long Cement Joint Stock Company and PT. Bangun Indonesia needs to reconsider regulations or policies that can have an impact on employee welfare while keeping in mind indicators in decision making, namely identifying problems, formulating alternatives, analyzing risks and consequences and choosing alternatives and evaluating decisions that have been taken by the company to improve employee performance and to meet employee welfare. Furthermore, this study is expected to improve the research coverage, not only on the performance and well-being of employees but in other sectors or can also replace research sites that are not only on the same research company location, thus providing a more capable perspective applied in general. Further research is also expected to be conducted continuously because the development of the environment and technology is always changing at all times.

7. ACKNOWLEDGEMENTS

8. REFERENCE

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