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## The Effect of Work Initiative, Technology Mastership, and Work Environment on Employee Performance at PT PLN (Persero)

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**ABSTRACT:** Performance is the result of work that can be achieved by a person or group of people in a company following their respective duties and responsibilities to achieve company goals legally, not against the law, and following morals and ethics. The success of Pt PLN (Persero) Customer Service Implementation (Up3) Palembang Customer Service Unit (ULP) Rivai in carrying out its duties must be connected to its employees, who are the technical implementers of the policy. In other words, the position of employees is one of the determining factors for smoothness in realizing company goals. Based on the data obtained at Pt PLN (Persero) Customer Service Implementation (UP3) Palembang Customer Service Unit (ULP) Rivai, the performance of employees in 2023 did not reach the target set by the company due to several factors that affected employee performance. One way to improve employee performance is to conduct a performance appraisal, which shows how well a person or group has worked to achieve company goals. Using a quantitative descriptive approach with a sample of 95 respondents and assisted by the SmartPLS 4.1.0.6 application, this study assesses employee performance from three components: work initiative, mastery of technology, and work environment. The result of this study indicates that the work initiative variable has a positive and significant effect on employee performance, the technology mastery variable has a positive and significant impact on employee performance, and the work environment has a positive and significant effect on employee performance.

**Keywords:** Work Initiative, Technology Mastership, Work Environment



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### INTRODUCTION

Performance refers to the results of efforts implemented by individuals or groups in a company, based on their respective duties and roles, to obtain company goals legally, without breaking the law, and in line with moral and ethical norms. One method to encourage improvements in employee performance is through work appraisals, which assess how effective individuals or groups are in achieving company goals. (Idris, 2023).

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PT Perusahaan Listrik Negara (PLN) Palembang Customer Service Implementation Unit (UP3) Rivai is located at Jalan Demang Lebar Daun Lorok Pakjo, Ilir Barat 1 District, Palembang City, South Sumatra 30151. This area provides services to customers, such as making service payments, recording meters, calculating and issuing electricity bills that customers need to pay, taking collection actions for customers who are late or do not pay, and disconnection services if customers experience late payments.

PT PLN (Persero) UP3 Palembang ULP Rivai's success in carrying out its duties cannot be separated from its employees, who are the policy's technical implementers. In other words, the employee's position is one of the determining factors for the smooth realization of company goals.

According to information obtained at PT PLN (Persero) UP3 Palembang ULP Rivai, employee performance achievements were received in 2023. The following are employee performance results at PT PLN (Persero) UP3 Palembang ULP Rivai.

Table 1. Results of Employee Performance of PT PLN (Persero) UP3 Palembang ULP Rivai in 2021-2023

No	Year	Percentage	Target
1	2021	110 %	110%
2	2022	110 %	110%
3	2023	102,73 %	110%

Source: PT PLN (Persero) UP3 Palembang ULP Rivai

From these data, it appears that employee performance in 2023 has not met the targets set by the company, which may be caused by several factors that affect the workers' performance. The interview with the manager of PT PLN (Persero) UP3 Palembang ULP Rivai shows that many factors affect employee performance.

From previous research gaps, Idris (2023) uses SPSS tools; the results show that the work initiative variable, mastery of technology, and the work environment have a positive and significant effect, and the work initiative variable has the most dominant impact. whereas research (Fitriatin et al, 2023) Using spice tools, it shows that the variables of competence, information technology, and work environment have a positive and significant effect but does not mention the most dominant variable that has an effect. Seeing from the research gap above, the authors will use quantitative methods with the help of smart PSS tools that are different from previous studies and show the influence of all variables.

The work initiative owned by employees in a company is very complex and most important for employees. This is because the success of achieving company goals is a measure or reflection of the value of the employee's work. Initiative is how we think, speak, and act wisely to achieve optimal results. The concept of initiative forms additional traits, such as creativity, craft, punctuality, responsibility, and enjoyment of work.

At PT PLN (Persero) UP3 Palembang ULP Rivai, some things still need to be improved regarding employee performance. "There are still employees who do not complete their work on time, and the services provided to the community are not yet optimal, thus hampering the function of public

services" (F. Ning Isa, personal communication, 8 March 2024).

Mastery of a company's information technology cannot be separated from the characteristics of individuals who use information technology. Behavioral factors also influence the individual characteristics of information technology. This behavior affects the user's view of information technology, which information technology theorists theoretically describe. As a result, how users behave also affects how they see and perceive the use and mastery of information technology. (Prasetya & Putra, 2020) Therefore, organizations need the capacity to interact with existing information technology and use it to achieve business goals effectively and efficiently.

The phenomenon at PT PLN (Persero) UP3 Palembang ULP Rivai "Employees have used information technology by utilizing computers and telecommunications, whose use in this case is to assist employees in carrying out their responsibilities. However, some employees are still inexperienced in running this information system efficiently, so data and information are often inaccurate, and management is wrong" (F. Ning Isa, personal communication, 8 March 2024).

In addition to mastery of technology, other factors affect employee performance, namely the work environment. The phenomenon of work environment problems that occur at PT PLN (Persero) UP3 Palembang ULP Rivai through researcher observers in this case is from the physical environment; the workspace is not neatly arranged, and the tables are close together so that it does not provide a sense of privacy. As for the non-physical environment, some employees still need to communicate or cooperate with colleagues outside of work, so harmony between employees is not well established.

The above phenomena have strengthened the author's interest in conducting research entitled "The Effect of Work Initiative, Mastery of Technology, and Work Environment on Employee Performance at PT PLN (Persero) UP3 Palembang ULP Rivai". Thus, the formulation of this research problem is:

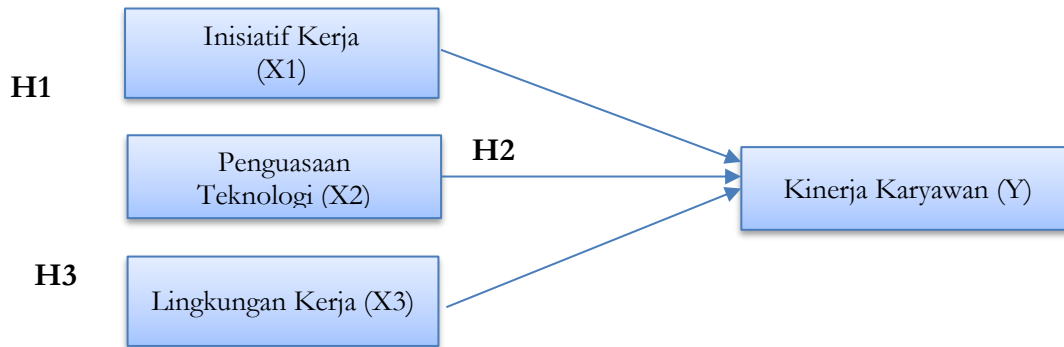
1. How does work initiative affect employee performance at PT PLN (Persero) UP3 Palembang ULP Rivai?
2. How does mastery of technology affect employee performance at PT PLN (Persero) UP3 Palembang ULP Rivai?
3. How does the work environment affect employee performance at PT PLN (Persero) UP3 Palembang ULP Rivai?

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We employ a research framework such as below:



## METHOD

This research uses quantitative data types. (Sugiyono, 2020) Quantitative research involves measurement, calculation, formula, certainty, and numerical data processes to plan, process, hypothesis building, use techniques, analyse data and draw conclusions. Quantitative research allows more accurate predictions and clear identification of variables and simplifies complex problems. In this study, the data was collected from respondents. As for scoring each answer chosen by the respondent using a Likert scale.

The population in this study amounted to 123 employees of PT PLN (Persero) UP3 Palembang ULP Rivai. By using the Slovin formula, the sample used was 95 employees. The sample size in this research uses the Slovin formula:

n: sample size

N: population size

e: standard error (5%)

$$n = \frac{12}{1 + 123 (0.05)^2}$$

$$n = 95$$

This study uses SEM analysis used in Partial Least Square (PLS) with the calculation process assisted by the SmartPLS 4.0.1.6 software application program.

## RESULT AND DISCUSSION

Based on the direct experience of researchers in this research process, there are several limitations experienced and several factors that can be considered for future researchers in further refining their research, including the number of respondents being only 123 people. It is not enough to describe the actual situation, and in the data collection process, the information provided by respondents through questionnaires sometimes needs to show the actual opinions of respondents; this happens because sometimes there are different thoughts, assumptions, and understandings of each respondent.

### Demographic of Respondents

Table 2. Questionnaire Return Rate

Criteria	Total	Percentage (%)
Distributed questionnaires	95	100%
Number of questionnaires not returned	0	0%
Number of incomplete questionnaires	0	0%
Qualified questionnaires	95	100%

Source: 2024 Primary Data

Table 3. Distribution of Statements by Variable

No	Variable	Total
1	Work Initiative	7
2	Technology Mastership	6
3	Work Environment	7
4	Employee Performance	5
	Question Total	25

Source: 2024 Primary Data

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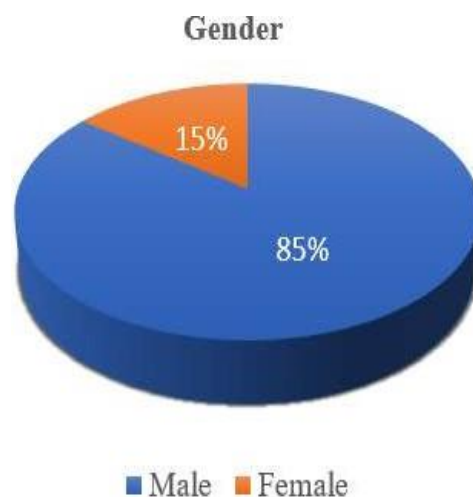


Figure 1 Characteristics of Respondents Based on Gender  
(Source: Primary Data Processed, 2024)

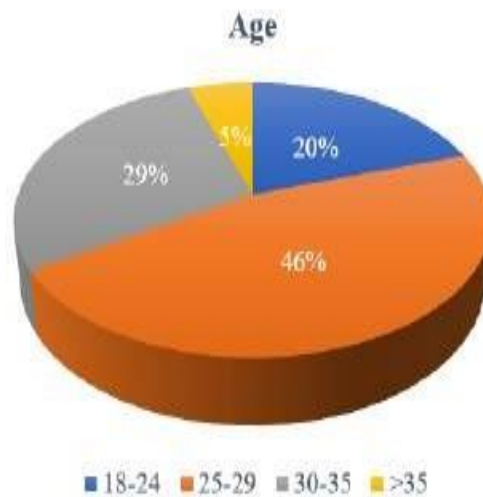


Figure 2 Characteristics of Respondents by Age  
(Source: Primary Data Processed, 2024)

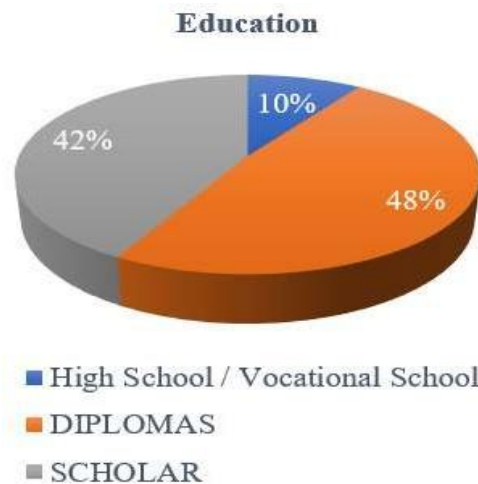


Figure 3 Characteristics of Respondents Based on Education  
(Source: Primary Data Processed, 2024)

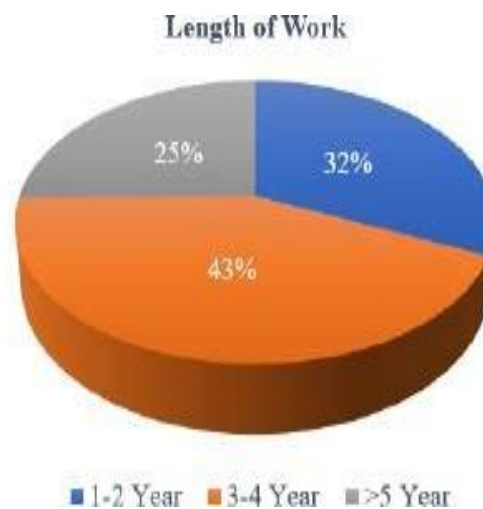


Figure 4 Characteristics of Respondents Based on Length of Work  
(Source: Primary Data Processed, 2024)

**Measurement Model or Outer Model**

An outer or measurement model analysis is conducted to explain the interrelationships between indicator blocks and their latent variables. The outer model is assessed using three criteria: Convergent Validity, Discriminant Validity, and Composite Reliability.

Table 4. Outer Model

Variable	Composite reliability	Average variance extracted (AVE)
Work Initiative (X1)	0.915	0.642
Employee Performance (Y)	0.911	0.673
Work Environment (X3)	0.928	0.650
Technology Mastership (X2)	0.930	0.655

Source: SmartPLS 4.1.0.6 Processed Data

Based on Table 4.3, the composite reliability value for work initiative, mastery of technology, work environment, and employee performance has exceeded 0.7. The AVE value > 0.5 for work initiative, mastery of technology, work environment, and employee performance has fulfilled the AVE value.

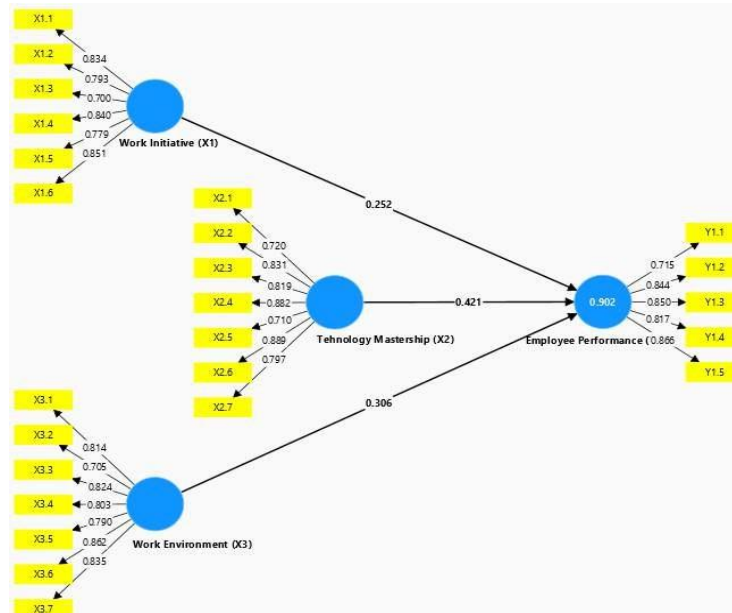


Figure 5. Outer Model Validity Test (Source: SmartPLS 4.1.0.6 Processed Data)

**Convergent Validity Test (Validity Test Using Outer Loading)**

Table 5. Validity Test Using Outer Loading

	<b>Work Initiative (X1)</b>	<b>Employee Performance (Y)</b>	<b>Work Environment (X3)</b>	<b>Technology Mastership (X2)</b>
X1.1	0.834			
X1.2	0.793			
X1.3	0.700			
X1.4	0.840			
X1.5	0.779			
X1.6	0.851			
X2.1				0.720
X2.2				0.831
X2.3				0.819
X2.4				0.882
X2.5				0.710
X2.6				0.889
X2.7				0.797
X3.1			0.814	
X3.2			0.705	
X3.3			0.824	
X3.4			0.803	
X3.5			0.790	
X3.6			0.862	
X3.7			0.835	
Y1.1		0.715		
Y1.2		0.844		
Y1.3		0.850		
Y1.4		0.817		
Y1.5		0.866		

Source: SmartPLS 4.1.0.6 Processed Data

Therefore, it is concluded that work initiative, mastery of technology, work environment, and employee performance have valid data with a value above 0.05.

**Discriminant Validity (Validity Test Using AVE)**

Table 6. Discriminant Validity or Cross Loading

	<b>Work Initiative (X1)</b>	<b>Employee Performance (Y)</b>	<b>Work Environment (X3)</b>	<b>Technology Mastership (X2)</b>
X1.1	0.834	0.694	0.723	0.729
X1.2	0.793	0.825	0.786	0.805



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X1.3	0.700	0.593	0.720	0.586
X1.4	0.840	0.816	0.772	0.780
X1.5	0.779	0.712	0.749	0.633
X1.6	0.851	0.669	0.695	0.652
X2.1	0.643	0.694	0.708	0.720
X2.2	0.672	0.766	0.780	0.831
X2.3	0.739	0.804	0.751	0.819
X2.4	0.729	0.802	0.814	0.882
X2.5	0.821	0.682	0.715	0.710
X2.6	0.683	0.784	0.746	0.889
X2.7	0.708	0.692	0.692	0.797
X3.1	0.729	0.802	0.814	0.882
X3.2	0.689	0.568	0.705	0.567
X3.3	0.762	0.686	0.824	0.672
X3.4	0.756	0.747	0.803	0.726
X3.5	0.773	0.734	0.790	0.719
X3.6	0.775	0.828	0.862	0.780
X3.7	0.755	0.823	0.835	0.800
Y1.1	0.777	0.715	0.754	0.640
Y1.2	0.694	0.844	0.761	0.753
Y1.3	0.723	0.850	0.763	0.797
Y1.4	0.827	0.817	0.778	0.772
Y1.5	0.693	0.866	0.746	0.819

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Source: SmartPLS 4.1.0.6 Processed Data

The average AVE square root value (AVE) found in the table above is greater than the correlation. Therefore, the model is valid because it fulfills discriminant validity, as shown by the discriminant validity data. The recommended AVE value is higher than 0.50. The following table shows the reliability test values based on the AVE value.

Table 7. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)	Description
Work Initiative (X1)	0.642	Valid
Employee Performance (Y)	0.673	Valid
Work Environment (X3)	0.650	Valid
Technology Mastership (X2)	0.655	Valid

Source: SmartPLS 4.1.0.6 Processed Data

The table above shows that all work initiative constructs, mastery of technology, work environment, and employee performance have an AVE value above 0.50, which means they are valid.

## Reliability Test

### a. Composite Reliability

Table 8. Composite Reliability

Variable	Composite reliability	Description
Work Initiative (X1)	0.915	Valid
Employee Performance (Y)	0.911	Valid
Work Environment (X3)	0.928	Valid
Technology Mastership (X2)	0.930	Valid

Source: SmartPLS 4.1.0.6 Processed Data

The table shows the results of a good composite reliability (reliability test). All constructs meet a high level of reliability, as shown by the composite reliability of all constructs greater than 0.70, which is declared valid.

### b. Classical assumption test (multicollinearity test)

To find out whether the formative indicators experience multicollinearity by finding the VIF value <10, it can be said that the indicators do not experience multicollinearity.

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Table 9 Colinearity Statistic

	VIF	Description
X1.1	2.782	No Multicollinearity
X1.2	1.934	No Multicollinearity
X1.3	1.648	No Multicollinearity
X1.4	2.263	No Multicollinearity
X1.5	1.881	No Multicollinearity
X1.6	2.891	No Multicollinearity
X2.1	1.901	No Multicollinearity
X2.2	3.229	No Multicollinearity
X2.3	2.415	No Multicollinearity
X2.4	3.391	No Multicollinearity
X2.5	1.752	No Multicollinearity
X2.6	4.175	No Multicollinearity
X2.7	2.277	No Multicollinearity
X3.1	2.666	No Multicollinearity
X3.2	1.936	No Multicollinearity
X3.3	2.753	No Multicollinearity
X3.4	2.611	No Multicollinearity
X3.5	2.232	No Multicollinearity
X3.6	3.161	No Multicollinearity
X3.7	3.399	No Multicollinearity
Y1.1	1.619	No

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			Multicollinearity
Y1.2	2.592		No
			Multicollinearity
Y1.3	2.611		No
			Multicollinearity
Y1.4	2.048		No
			Multicollinearity
Y1.5	2.951		No
			Multicollinearity

Source: SmartPLS 4.1.0.6 Processed Data

Based on the table above, it can be seen that the overall indicator does not occur in Multicollinearity because the VIF value < 10.

**Inner Model Test**

**a. R Square**

Table 10 R Square

	R Square	Adjusted R Square
Employee Performance (Y)	0.902	0.899

Source: SmartPLS 4.1.0.6 Processed Data

R Square model = 0.902. This means that the ability of the variables X1, X2, and X3 to explain Y is 90.2% (large).

**b. F Square**

Table 11. Outer Model

Variable	Work Initiative (X1)	Employee Performance (Y)	Work Environment (X3)	Technology Mastership (X2)
Work Initiative (X1)		0.088		
Employee Performance (Y)			0.088	
Work Environment (X3)				0.268
Technology Mastership (X2)				

Source: SmartPLS 4.1.0.6 Processed Data

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Based on the table above, it is concluded as follows: X1-Y = 0.088 (small)

$$X2-Y = 0.088 \text{ (small)}$$

$$X3-Y = 0.268 \text{ (medium)}$$

## Hypothesis Testing

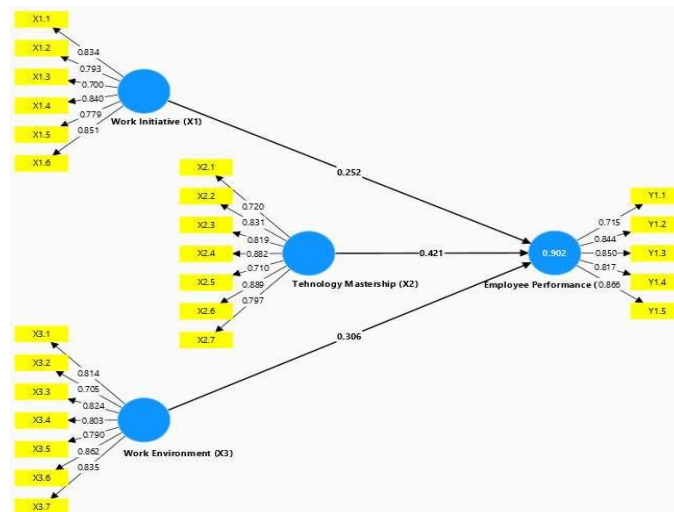


Figure 6 Inner Weight Analysis (source: SmartPLS 4.1.0.6 Processed Data)

## Direct Effect (Path Coefficient)

Table 12 Direct Effect (Path Coefficient)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistik (O/STDEV)	P Values	Description
Work Initiative (X1) -> Employee Performance (Y)	0.252	0.243	0.111	2.265	0.024	Significant
Work Environment (X3) -> Employee Performance (Y)	0.306	0.323	0.127	0.2403	0.016	Significant
Technology Mastership (X2) -> Employee Performance (Y)	0.421	0.415	0.115	3.673	0.000	Significant

Source: SmartPLS 4.1.0.6 Processed Data

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## Indirect Effect

Table 13. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistik (O/STDEV)	P Values	Description
Work Initiative (X1) -> Employee Performance (Y)	0.252	0.243	0.111	2.265	0.024	Significant
Work Environment (X3) -> Employee Performance (Y)	0.306	0.323	0.127	0.2403	0.016	Significant
Technology Mastership (X2) -> Employee Performance (Y)	0.421	0.415	0.115	3.673	0.000	Significant

Source: SmartPLS 4.1.0.6 Processed Data

## The Effect of Work Initiative on Employee Performance

The first formulation, namely "H1: the effect of work initiative on employee performance," from the results that have been done previously showing P shows P Value  $<0.05$ , meaning that this research model between the effect of work initiative on employee performance is positive or significant (H1 is accepted). This can be seen from the path coefficient value of 0.252 with a P-Value of 0.024 and following the theory used in this study on job performance theory, which states that job performance shows the output obtained by a person in completing the tasks assigned to him, someone who works using a good work initiative will show excellent performance that has an impact on quality output. (Colquitt E, 2019). In the world of work, the ability to take initiative is also considered an important quality, as people who do so tend to be more successful in achieving company goals. (Yasmeari et al., 2019). These initiatives can also help employees improve their productivity, work quality, and job satisfaction (Idris, 2023). The results of the research analysis above are in line with Fitriatin's research (2023) His research shows that work initiative has a significant effect on employee performance.

## The Effect of Mastery of Technology on Employee Performance

The second formulation, namely "H2: the effect of mastery of technology on employee performance," from the results of the analysis that has been done above previously shows P Value  $<0.05$ , meaning that this research model between mastery of technology and employee performance is positive or significant

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(H2 accepted). Judging from the path coefficient value of 0.421 with a P-Value of 0.000, and following the theory used in this study on job performance theory, which states that job performance shows the output obtained by a person in completing the tasks assigned to him, someone who works using good work skills such as the ability to master technology that is owned will show excellent performance that has an impact on quality output (Colquitt E, 2019). To improve employee performance, mastery of technology is essential as it can help reduce time and costs and errors and failures (Azzahrah, 2021).

The results of this research have a significant effect. Therefore, the higher the mastery of employee technology, the higher the employee performance. In comparison, the lower the mastery of employee technology, the lower the employee performance. The above findings strengthen Iswandi Idris' research (2023) which states that mastery of technology has a significant effect on employee performance.

### **The Effect of Environment on Employee Performance**

The third formulation, namely "H3: the effect of work environment on employee performance" from the results that have been carried out, the results show that P Value  $< 0.05$  means that the model of this study between the effect of work environment on employee performance is positively significant (H3 is accepted). Judging from the coefficient value of 0.306 with a P value of 0.016. Following the theory used in this study on job performance theory which states that job performance shows the output obtained by a person in completing the tasks assigned to him, to complete the task employees need a good work environment to achieve high employee performance, thus producing good output for the company (Colquitt E, 2019). Employee performance can help achieve work goals on target or without exceeding predetermined deadlines, and align these goals with company morals and ethics (Fitriatin, 2023).

The results of this research have a significant effect, and it can be concluded that PT PLN (Persero) UP3 Palembang ULP Rivai in the work environment follows what is expected. The better the work environment provided by the company, the better employee performance will be. The results of this study indicate the results of Levly Ponti's study (2023) which found that the work environment has a significant effect on employee performance.

## **CONCLUSION**

Based on the findings and analyses in the previous chapter, it can be concluded that following the calculations using Smartpls 4.1.0.6: First, Work initiative (X1) has a significant positive effect on employee performance (Y). Work initiative (X1) can improve employee performance (Y). The higher the work initiative (X1), the higher the employee performance (Y). Vice versa, the lower the work initiative (X1), the lower the employee performance (Y). Second, Mastery of technology (X2) significantly positively affects employee performance (Y). This means mastery of technology (X2) can improve employee performance (Y). The higher the mastery of technology (X2), the higher the employee performance (Y). Vice versa, the lower the mastery of technology (X2), the lower the employee performance (Y). The work environment (X3) has a significant positive effect on employee performance (Y). This means that the work environment can improve employee performance (Y). The higher the work environment (X3), the higher the employee performance (Y). Vice versa, the lower the work environment, the lower the employee performance

(Y).

Based on the conclusions of the data analysis carried out, several suggestions can be made, namely as follows: For the company, work initiative and mastery of technology owned by employees can bind employee performance, so agencies need to pay attention to every indicator that can shape employee performance. The most dominant indicator of employee performance is quantity. The role of the work environment in improving employee performance is very important, so companies need to pay attention to every indicator that can shape the work environment. The most dominant indicator in shaping work environment variables is the presence of security officers in the office, helping to improve employee work performance. For further researchers to add more diverse references by adding other variables and indicators that can strengthen the influence of work initiative, mastery of technology, and work environment on employee performance.

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