

# Investigation of employees performance of Indonesian electricity company

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## Abstract

PLN as a state-owned company that plays role in supplying electricity needs certainly needs to be supported by excellence performance. The research aims to determine the factors that affect employee performance. This study is a quantitative study using four questionnaires, namely the psychological capital questionnaire, learning agility questionnaire, psychosocial safety climate questionnaire, and employee performance questionnaire. The subjects of the study were employees of PLN Central Java-DIY Region. The data collected were then analyzed using multiple regression methods, using SPSS ver.26. The results of the study showed that psychological capital, learning agility, and psychosocial safety climate simultaneously had a significant positive effect on employee performance. The adjusted R square value is 0.505, which means that the effect of psychological capital, learning agility, and psychosocial safety climate on employee performance simultaneously are 50.5%. However, further partial analysis data shows that psychosocial safety climate has no effect on performance, only psychological capital and learning agility shows a significant positive effect on employee performance. Based on these results, the implications of these findings can be used in organization to develop activities that can strengthen employee psychological capital and learning agility to support employee performance enhancement as expected.

## Keywords

Psychological capital, Learning agility, Psychosocial safety climate, Employee performance

## Introduction

Electricity is the main source of energy in our life, especially in the current digital era where most devices use electricity to operated. Therefore, the provision of electricity must become a concern to all related parties. The State-Owned Enterprise (BUMN) engaged in electricity production in Indonesia is the State Electricity Company (PLN). In general, PLN has a mission to run an electricity business that is oriented towards customer satisfaction and strives for electricity to support improving the quality of

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people's lives (pln.co.id; 2024). To achieve this goal, productive human resources are needed to be able to contribute to optimal employee performance.

Employee performance is the result of work or an achievement carried out both in quality and quantity based on their ability to complete tasks given by their superiors (Triccia & Satiningsih, 2020). The results of this displayed employee performance can be used as material for evaluation and decision making in future planning for the organization (Hafid & Edy, 2023). Organizations that have employees who have high employee performance are expected to be able to complete their tasks responsibly and be able to maximize their abilities as best they can, so that they can make a positive contribution to the company's employee performance. Conversely, if employee performance is less than optimal or poor, it will be difficult for the company to achieve their goals. This emphasizes the importance of paying attention to factors that influence employee employee performance.

As a national electricity company, the public certainly hopes that PLN can show the best service employee performance in providing the electricity needed. However, several studies have shown that there are obstacles to the employee performance of human resources at PLN. Dimuru and Madjid (2023) explained that many areas in Indonesia still lack electricity supply, there are errors in meter readings, and there are short circuits. Lack of supervision in maintaining and storing electrical equipment, lack of supervision in new installation services, and services that take a long time are also problems with employee employee performance at PLN (Nurhadi, 2023). Furthermore, frequent power outages and long-term blackouts are complaints felt by many people (Fitriani, 2017). This shows that extra attention is needed in efforts to improve employee employee performance at PLN.

Companies that have high employee performance employees are expected to be able to complete their tasks and responsibilities, and be able to maximize their abilities. Conversely, if the company have many low employee performance employees, it might make difficulties for the company to achieve their goals. The results of employee performance can be used as evaluation material and as a basis for decision making in the company's future planning (Hafid & Edy, 2023). According to the attribution theory of Fritz Heider (1958), factors that can influence a person's employee performance are individual factors that come from within a person, psychological factors, and organizational factors (Choirah, 2013; Khildani, et al., 2021). This study aims to see the influence of psychological capital, learning agility, and psychosocial safety climate on employee performance.

### *Psychological Capital and Employee performance*

Psychological capital is an approach that can be taken by companies to develop and manage human resources in the workplace (Putri & Kistyanto, 2019). A person is said to have psychological capital if they have confidence in their abilities (self-efficacy), positive attributions about the present and future (optimism), persistence in achieving

goals (hope), and when facing problems think ahead and always get up (resiliency) (Luthans, et al., 2007). Every company has its own vision and mission, including PLN. As the largest electricity provider in Indonesia, they also have a goal to always improve company employee performance. This can make employees feel stressed. Therefore, it is important for employees to have psychological capital.

Employees who have psychological capital will be able to assess a problem with a positive view and are able to face the worst problems in their work environment. Employees will demonstrate persistence in achieving goals by putting forth all their abilities to complete their tasks and responsibilities. Research shows that individuals who have high psychological capital tend to have energy and will make every effort for their employee performance in the long term (Avey, et al., 2011).

### *Learning Agility and Employee performance*

In addition to the importance of having a positive perception in facing a challenge, individuals must be able to learn new skills or abilities and be able to adapt to a dynamic work environment. A person's ability to learn from their experiences and from their experiences applied to get solutions and success in different situations than before is called learning agility (De Meuse, et al., 2010). Employees who have high learning agility will have new skills and knowledge that they can later use to improve employee performance. Khildani et al. (2021) stated that employees who have learning agility will increase their value in the eyes of management because they are considered potential employees and are easy to adapt to change (Khildani, et al., 2021). Individuals with learning agility will be able to try to avoid mistakes that have occurred before with their new learning experiences and abilities.

Learning agility has several aspects according to Lombardo & Eichinger in De Meuse (2017), including people agility, namely how well individuals understand and know about themselves; result agility, how individuals get results in difficult situations and can build trust with others; mental agility, how individuals think about problems from new perspectives and can explain their ideas to others; and change agility, which is an individual's curiosity about new things and liking for developmental activities.

### *Psychosocial safety climate and Employee performance*

External factors are also important to consider in terms of their role in employee performance. In addition to internal factors within employees that need to be continuously improved, the company also needs to pay attention to various organizational factors. The company must be able to make its employees feel safe and calm when they work so that they can complete their tasks without any fear that threatens. Efforts that can be made by the company to create a healthy or positive work environment climate, namely with psychosocial safety climate (PSC) (Dollard, et al., 2012). PSC itself is a perception of the practices, policies and procedures that exist in the company to protect the psychological health and safety of employees (Dollard, 2007). Psychosocial safety climate is different from safety climate, where safety climate

focuses on physical health and safety, while psychosocial safety climate focuses on psychological health and safety climate (Dollard, et al., 2012).

Psychosocial safety climate is related to low psychological stress and high employee performance (Anggraini & Fachrian, 2024). Psychosocial safety climate can be used to stimulate the emergence of work behavior desired by employees (Hall, et al., 2010). Garrick, et al (2014) also explained that psychosocial safety climate has a role as a balanced between stress and job demands, meaning that psychosocial safety climate can reduce employee stress when they are given excessive tasks to achieve company goals.

## Method

This study uses a quantitative research method with a correlational approach. Quantitative is a research method that describes or explains independent variables to analyze their influence on dependent variables (Sugiyono, 2022). The method used to determine the sample in the study is the saturated sampling method, which is a technique used if the population of the research subjects is less than 100 people, then the number of samples is taken as a whole (Arikunto, 2012). The research sample was organic PLN employees and subcontractor partners. The researcher submitted a letter of application to the regional leader of PLN to conduct this research and the respondents were given informed consent for the research.

The number of samples in this study was 73 PLN employees in the DIY-Central Java region. In collecting data, researchers used a questionnaire with a scale adapted from previous research and then a tryout was carried out to test the validity and reliability of the measuring instrument. The adaptation scales process is based on professional judgement than done before. The data obtained were then analyzed using the multiple linear regression analysis method using IBM SPSS ver. 26

In this study, there are three independent variables, namely psychological capital, learning agility, and psychosocial safety climate; and one dependent variable, namely employee performance. There are four questionnaires used to obtain data, namely:

1. psychological capital questionnaire is an adaptation of PCQ-24 from Luthans et al. (2007).
2. learning agility questionnaire is adapted from De Muse's research (2017).
3. psychosocial safety climate questionnaire is an adaptation of PSC-12 from Hall et al. (2010).
4. employee performance questionnaire is adapted from Mangkunegara's research (2017).

Table 1 explains the number of items in each questionnaire along with the reliability values after the tryout.

Table 1. Questionnaires Reliability

Variable	Total Item	Cronbach Alpha
Psychological Capital	13	0.855
Learning Agility	7	0.761
Psychosocial safety climate	12	0.957
Employee performance	10	0.902

## Result and Discussion

### Result

#### 1. Multiple Regression Analysis

Table 2 presents the multiple regression analysis results.

Table 2. Multiple regression analysis results

Table 2. Multiple Reg. Coeff. Analysis Results					
Model	Coefficient		Standardized Coefficients	t	Sig.
	Unstandardized Coefficients				
	B	Std. Error			
(Constant)	10.156	3.782		2.685	.009
Psychological Capital	.327	.122	.395	2.673	.009
Learning Agility	.538	.205	.374	2.621	.011
Psychosocial Safety Climate	-.005	.050	-.011	-0.107	.915

- The regression coefficient value of variable X1 (Psychological Capital) is positive (+) at 0.327, which means that if variable X1 (Psychological Capital) increases, variable Y (Employee performance) will also increase, and vice versa.
- The regression coefficient value of variable X2 (Learning Agility) has a positive value (+) of 0.538, which means that if variable X2 (Learning Agility) increases, variable Y (Employee performance) will also increase, and vice versa.
- The Regression Coefficient Value of variable X3 (Psychosocial Safety Climate) is negative (-) at -0.005, which means that if variable X3 (Psychosocial Safety Climate) increases, variable Y (Employee performance) will decrease, and vice versa.

#### 2. Hipotesis Test

Table 3 and Table 4 present F test and t test for this reseach.

Table 3. F test

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	658.240	3	219.413	25.494	.000
Residual	593.842	69	8.606		
Total	1252.082	72			

Given the Sig. value of 0.000 ( $<0.05$ ), it can be concluded that the independent variable has a significant influence simultaneously on the dependent variable. In other words, the results of the study indicate that psychological capital, learning agility, and psychosocial safety climate simultaneously have a significant effect on employee performance.

Table 4. t test

Model	Coefficient		Standardized Coefficients	t	Sig.
	Unstandardized Coefficients				
	B	Std. Error			
(Constant)	10.156	3.782		2.685	.009
Psychological Capital	.327	.122	.395	2.673	.009
Learning Agility	.538	.205	.374	2.621	.011
Psychosocial Safety Climate	-.005	.050	-.011	-0.107	.915

- The Sig. value of the Psychological Capital variable is 0.009 ( $<0.05$ ), so it can be concluded that the psychological capital has a significant effect on the employee performance.
- The Sig. value of the Learning Agility variable is 0.011 ( $<0.05$ ), so it can be concluded that learning agility has a significant effect on employee performance.
- The Sig. value of the Psychosocial Safety Climate variable is 0.915 ( $>0.05$ ), so it can be concluded that psychosocial safety climate does not have a significant effect on employee performance.

Tabel 5. Determinant Coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.725	.526	.505	2.934

Table 5 shows the Adjusted R Square value of 0.505, which can be concluded that the contribution of the influence of the independent variables, namely psychological capital, learning agility and psychosocial safety climate on the dependent variable, namely employee performance, simultaneously (together) is 50.5%.

### Discussion

Based on the results of data analysis, the results of the t-value test showed 2.673 and sig. 0.009 on the psychological capital variable, which can be interpreted that the Psychological Capital variable has a simultaneous positive influence on the employee performance variable. These results are in line with research conducted by Triccia & Satiningsih (2020) which states that individuals who have high Psychological Capital are able to encourage increased individual employee performance. Psychological Capital is also considered a positivist model that can help individuals achieve their work goals, support job demands, and facilitate personal growth (Okolie & Emoghene, 2019). This shows that if the Psychological Capital of employees increases, their employee performance will also increase.

The data results on the learning agility variable also show a positive t-value of 2.621 and sig. 0.011. Which means that the learning agility variable has an influence on the employee performance variable. This result is in line with research conducted by Aprilia & Hidayat (2024) in which learning agility makes someone have experience and insight



from previous things that they will use to deal with a problem that will arise, so that in dealing with the problem there are no obstacles in completing their tasks. This result is also in line with research by De Meuse (2017) which states that the effect of the formation of high learning agility in an individual will increase the individual's employee performance. In contrast to the Psychosocial Safety Climate variable, this variable gets a t value of -0.107 with a sig. 0.915. It can be interpreted that the psychosocial safety climate does not have significant effect on employee performance.

Through the results of this study, it shows that psychological capital and learning agility have a major role in employee performance. Therefore, companies need to pay more attention to support its both improvement of their employees.

## Conclusion

The results of the study indicate that simultaneously there is a significant effect of psychological capital, learning agility, and psychosocial safety climate on employee performance. The contribution of simultaneous effect of psychological capital, learning agility, and psychosocial safety climate on employee performance are 50.5%. Furthermore, the partially data analysis show that only psychological capital and learning agility have a significant effect on employee performance. These result finding implies that organization need to urge the enhancement of psychological capital and learning agility of their employee. Encouraging the improvement of psychological capital and learning agility level could be effect on employee performance. Suggestions for further research are to be able to increase the number of research subjects. More effort is needed to be able to obtain these subjects because employees are more active in the field which makes them rarely have time to fill out the questionnaires.

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