



AC 1/9/2024  
Trisninawati


**The Effect Of Work Initiative, Technology Mastership And Work Environment On Employee Performance At Pt Pln (Persero) Up3 Palembang Ulp Rivai**

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<p>Received : Accepted : Published :</p> <p>Citation: Huda, M., Trisninawati, Helmi, S., Roni, M. (2024). The Effect of Work Initiative, Technology Mastership And Work Environment On Employee Performance At Pt Pln (Persero) Up3 Palembang Ulp Rivai. Sinergi International Journal of Management and Business, 1(1), 1-10.</p>	<p><b>ABSTRACT:</b> Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective duties and responsibilities to achieve company goals legally, not against the law, and in accordance with morals and ethics. The succes of Pt Pln (Persero) Up3 Palembang Ulp Rivai in carrying out its duties cannot be separated from its employees who are the technical implementers of the policy. In other words, the position of employees as one of the determining factors for smoothness in realising company goals. Based on the data obtained at Pt Pln (Persero) Up3 Palembang Ulp Rivai, the performance of employees in 2023 did not reach the target set by the company due to several factors that affect employee performance. One way to improve employee performance is to conduct a performance appraisal, which shows how well a person or group of people has worked to achieve company goals. By using a quantitative descriptive approach with a sample 95 respondents and assisted by the SmartPLS 4.1.0.6 application, this study assesses employee performance from three components, namely work initiative, mastery of technology and work environment. The result of this study indicate that the work initiative variable has a positive and significant effect on employee performance, the technology mastery variable has a positive and significant effect on employee performance, and work environment has a positive and significant effect on employee performance.</p> <p><b>Keywords:</b> Work Initiative, Technology Mastership, Work Environment</p>
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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, in order 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).

## THE EFFECT OF WORK INITIATIVE, TECHNOLOGY MASTERSHIP AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT PLN (PERSERO) UP3 PALEMBANG ULP RIVAI

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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, in order to obtain company goals legally, without breaking the law, and in line with moral and ethical norms. One method to encourage

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improvements in employee performance is through work appraisals, which assess how effective individuals or groups are in achieving company goals (Idris, 2023).

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 has the task to provide services to customers, such as making service payments, recording meters, calculating and issuing electricity bills that need to be paid by customers, collection actions for customers who are late or do not pay, as well as disconnection of services if customers experience late payments.

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

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

**Table 1.1**  
**Results of Employee Performance of**  
**PT PLN (Persero) UP3 Palembang ULP Rivai in 2021-2023**

No	Tahun	Persentase	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 performance of the workers themselves. From the interview with the manager of PT PLN (Persero) UP3 Palembang ULP Rivai, there are many factors that affect employee performance.

Basically, 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 own work. Initiative is the way 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 shows that there are still some problems with 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 information technology of a company; cannot be separated from the characteristics of individuals who use information technology. Different individual characteristics of information technology are also influenced by behavioural factors. This behaviour affects the user's view of information technology, which is theoretically described by information technology theorists. As

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a result, the way users behave also affects the way they see and perceive the use and mastery of information technology (Prasetya & Putra, 2020). Therefore, organisations need to have the capacity to interact with existing information technology and use it to achieve business goals effectively and efficiently.

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

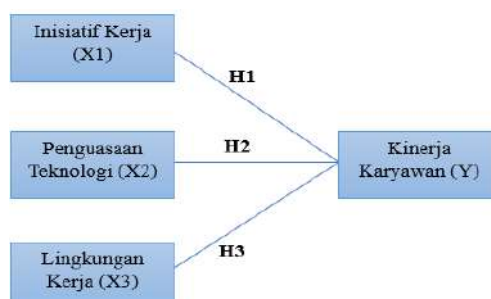
In addition to mastery of technology, there are other factors that affect employee performance, namely the work environment. The phenomenon of work environment problems that occur at PT PLN (Persero) UP3 Palembang ULP Rivai through researcher observers in this case is from the physical environment, the 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, there are still some employees who do not communicate or cooperate with colleagues outside of work so that harmony between employees is not well established.

Based on the above phenomena, it has strengthened the author so that he is interested 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?

If described, the research framework is as follows:



## 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 has

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the advantage of allowing more accurate predictions, clear identification of variables, and simplifying complex problems. In this study, the source of data collected was through 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. This study uses SEM analysis used is Partial Least Square (PLS) with the calculation process assisted by the SmartPLS 4.0.1.6 software application program.

## **THEORETICAL FOUNDATION**

The main theory used in this study is the Work Achievement Theory according to Colquitt E (2019) which states that worker performance is the value of a series of worker behaviours that contribute positively or negatively to the achievement of company targets. Worker performance is the result of a person's efforts in completing a particular task, including quality, quantity of output and accuracy of work. Those who work effectively will have high performance and provide good output (Sianturi, 2023). According to this theory, the essence of performance is a collection of worker behaviours that help achieve company targets. In addition, the author uses this theory as a basis for researching the following variables: work initiative, technology mastery, work environment and employee performance, because each of the four variables has a relationship with each other. Work initiative and mastery of technology are expected to improve employee performance, and the work environment to produce higher employee performance.

### **INITIATIVE AFFECT**

According to Idris (2023) Initiative is the ability to make decisions and act correctly without being told, being able to find solutions to problems that exist around him, and trying to keep moving forward even though the situation is getting more and more pronounced. When an initiator finds an opportunity to solve his problem, he immediately takes it and makes the most of it.

According to Yasmeardi (2019) Initiative, is the ability to take action on one's own, discover what one needs to know on one's own, and keep going when the situation becomes difficult. This shows that initiative is an action that a person takes deliberately in order to achieve a certain target. Initiative is the first step towards transformation or results. In this case, people who take initiative are more active, creative, and able to solve problems quickly. 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.

Taking these perspectives into account, it can be stated that the notion of initiative is an important component that can influence worker success. Workers who have great initiative usually have the advantage of the capacity to solve problems, innovate, adapt, and lead. This initiative can also help workers improve their productivity, work quality and job satisfaction.

### **TECHNOLOGY MASTERY**

According to Ernawati (2020) Information technology systems are used by a company to fulfil the needs of daily transaction processing, support operations, be responsible for management activities and company plans, and provide reports to other necessary parties.

According to Trisninawati (2023) Information technology serves as a tool for organisations to reduce uncertainty and meet personal, business and government needs. In addition, information technology can also provide strategic information that supports decision making.

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According to Hilardi (2022) Defining that information technology proficiency is a person's ability or expertise in using information technology to access, process, store, and distribute information effectively and efficiently.

## **WORK ENVIRONMENT**

According to Thabroni G (2022) The work environment includes all aspects around workers that can affect their work, for example, how lighting is arranged, how noise is controlled, how clean the workplace is, and how security is organised. Everything in question is not limited to objects and individuals that are around; it also includes various work atmospheres and other elements that affect employees.

According to Yuditia Levly Ponti (2023) The work environment in an organisation greatly affects employee performance. Therefore, a pleasant work environment will have a positive effect on employee survival. The work environment can affect workers positively or negatively due to the various activities that occur there.

Based on the definition, It can be concluded that working conditions includes everything around a worker that can affect their level of satisfaction with work, allowing them to achieve optimal work results. The work environment also includes work facilities that support workers in completing their assigned tasks, which in turn can increase company productivity.

## **EMPLOYEE PERFORMANCE**

Performance is defined of the term job performance which means work performance or the actual real results achieved by a person. Some definitions of employee performance are as follows:

According to Budiyanto E (2020) Performance is work carried out by individual or team workers in accordance with their responsibilities and authority within the company, complying with the law and following moral and ethical principles. Job satisfaction is defined as a judgement that comes from feelings about the conditions of his work in relation to whether his job can fulfil his needs, expectations and desires (Trisninawati, Ariana, et al., 2023).

According to Sutrisno (2023) In essence, employee performance is the result of work carried out by workers over a certain period of time, which is called performance. Performance is the result of an employee's work and how much they give their abilities with the sacrifices they make to achieve maximum satisfaction for the company.

From the various views described, it is concluded that the definition of employee performance is to describe how well a person carries out obligations at work. This includes productivity, quality of work, involvement, initiative, attendance, and their contribution to organisational goals.

## RESULT AND DISCUSSION

### 1. Description of Research Respondents

**Table 4. 1**  
**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*

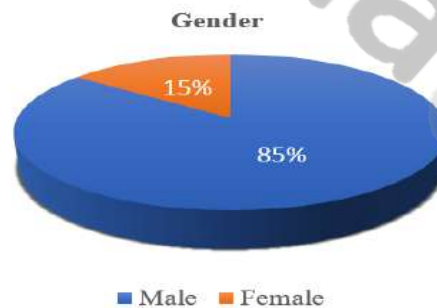
**Table 4. 2**  
**Distribution of Statements by Variable**

No	Variable	Total
1	Work Initiative	7
2	Technology Mastership	6
3	Work Environment	7
4	Employee Performance	5
	<b>Questions Total</b>	<b>25</b>

*Source: 2024 Primary Data*

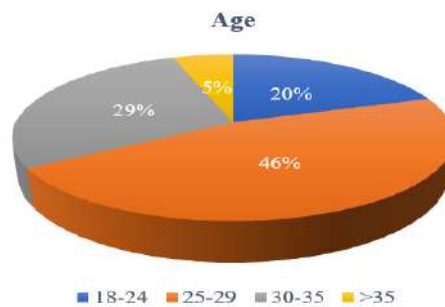
### 2. Descriptive Analysis

**Figure 4. 1**  
**Characteristics of Respondents Based on Gender**



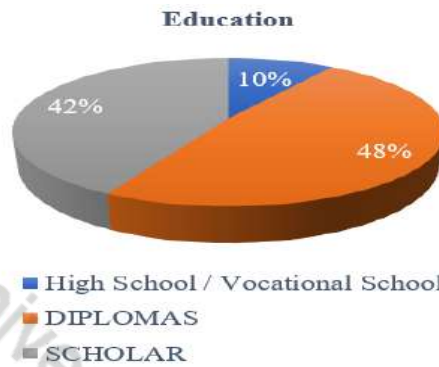
*Source: Primary Data Processed 2024*

**Figure 4. 2**  
**Characteristics of Respondents by Age**



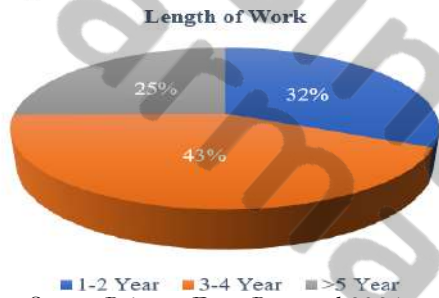
*Source: Primary Data Processed 2024*

**Figure 4.3**  
**Characteristics of Respondents Based on Education**



Source: Primary Data Processed 2024

**Figure 4.4**  
**Characteristics of Respondents Based on Length of Work**



Source: Primary Data Processed 2024

### 3. Research Results

- Measurement Model or Outer Model

To explain the interrelationships between indicator blocks and their latent variables, an outer model analysis, also known as measurement model analysis, is conducted. Convergent Validity, Distriminant Validity, and Composite Reliability are the three criteria used to assess the outer model.

**Table 4.3**  
**Outer Model**

Variabel	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

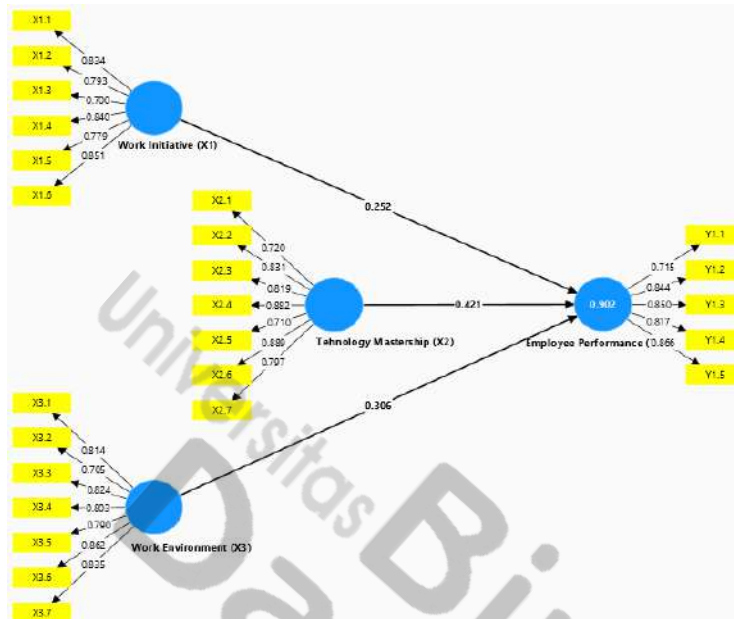
Source: SmartPLS 4.1.0.6 Processed Data

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



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Figure 4.5  
 Outer model



Source: SmartPLS 4.1.0.6 Processed Data

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

Table 4.4  
 Validity Test Using Outer Loading

	Work Initiative (X1)	Employee Performance (Y)	Work Environment (X3)	Technology Mastership (X2)
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.

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b. Discriminant Validity (Validity Test Using AVE)

**Table 4.5**  
**Discriminant Validity Atau Cross Loading**

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

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, it is concluded that the model is valid because it fulfils 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 4.6**  
**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 the AVE value above 0.50 for all work initiative constructs, mastery of technology, work environment and employee performance have an AVE value above 0.50 which means valid.

- Reliability Test
- a. Composite Reliability

**Table 4.7**  
**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

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

- 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.

**Table 4.8**  
**Collinearity Statistic**

	VIF	Keterangan
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 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 Multicollinearity because the VIF value < 10.

- Inner Model Test
  - a. R Square

**Table 4.9**  
**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 4.10**  
**F Square**

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

Source: SmartPLS 4.1.0.6 Processed Data

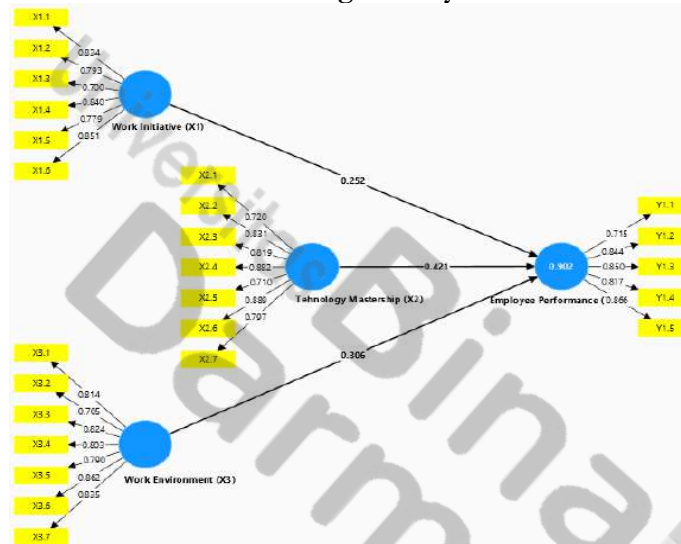
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Based on the table above, it is concluded as follows:

- X1-Y = 0.088 (small)
- X2-Y = 0.088 (small)
- X3-Y = 0.268 (medium)

- Hypothesis Testing

**Figure 4.6**  
**Inner Weight Analysis**



Source: SmartPLS 4.1.0.6 Processed Data

a. Direct Effect (Path Coefficient)

**Table 4.11**  
**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	2.403	0.016	Significant
Technology Mastery (X2) -> Employee Performance (Y)	0.421	0.415	0.115	3.673	0.000	Significant

Source: SmartPLS 4.1.0.6 Processed Data

b. Indirect Effect

**Table 4.12**  
**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	2.403	0.016	Significant
Technology Mastery (X2) -> Employee Performance (Y)	0.421	0.415	0.115	3.673	0.000	Significant

Source: SmartPLS 4.1.0.6 Processed Data

#### **4. Discussion**

##### **H1: 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 in accordance with 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 (Yasmeardi 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) in his research showing that work initiative has a significant effect on employee performance.

##### **H2: 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 (H2 accepted). Judging from the path coefficient value of 0.421 with a P Value of 0.000, and in accordance with 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 as well as reduce 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.

##### **H3: 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. In accordance with 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 in order 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).

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The results of this research have a significant effect, it can be concluded that PT PLN (Persero) UP3 Palembang ULP Rivai in the work environment is in accordance with 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 (2022) which found that the work environment has a significant effect on employee performance.

## CONCLUSION

- Conclusion

Based on the findings and analyses in the previous chapter, it can be concluded that in accordance with the calculations using Smartpls 4.1.0.6 as follows: First, Work initiative (X1) has a significant positive effect on employee performance (Y). This means that work initiative (X1) is able to 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) has a significant positive effect on employee performance (Y). This means that mastery of technology (X2) is able to 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). And The work environment (X3) has a significant positive effect on employee performance (Y). This means that the work environment is able to 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).

- Suggestion

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 that agencies need to pay attention to every indicator that can shape employee performance. The most dominant indicator in 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. And 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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