
**EMPLOYEE PERFORMANCE ANALYSIS AT PT PLN (PERSERO)
TRANSMISSION SERVICE AND SUBSTATION UNIT (ULTG)
PADANG SIDEMPUAN**



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Abstract

Employee performance plays a strategic role in supporting organizational operational success, particularly in the electricity sector, which requires reliability, accuracy, and continuity of service. The Transmission Service and Substation Unit (ULTG) Padang Sidempuan, as part of PT PLN (Persero), is responsible for managing transmission networks and operating substations to ensure the stability of electricity supply. This study aims to analyze employee performance and identify the factors that hinder employee performance at PT PLN (Persero) ULTG Padang Sidempuan. The research employed a descriptive qualitative approach, with data collected through in-depth interviews, observation, and documentation. The research informants consisted of the ULTG manager, team leaders, and technical operational employees. The results indicate that employee performance has generally been running fairly well; however, several constraints were identified, including suboptimal work motivation, inconsistent work discipline, and limited equity in training and competency development. This study concludes that improving employee performance requires management support through the fulfillment of work-related needs, strengthening of reward and supervision systems, and continuous competency development in order to enhance operational effectiveness and the quality of electricity services.

Keywords: Employee Performance, PT PLN (Persero), ULTG, Work Motivation

INTRODUCTION

Employee performance is one of the key determinants of organizational success in achieving established objectives (Mangkunegara). In the electricity sector, employee performance is a critical aspect because electricity services require system reliability, operational continuity, and high service quality. PT PLN (Persero), as a state-owned enterprise, holds a strategic responsibility in providing electricity for public needs. Within its organizational structure, the Transmission Service and Substation Unit (ULTG) plays an essential role in managing transmission networks and operating substations that serve as the backbone of the electricity transmission system.

ULTG Padang Sidempuan is responsible for maintaining the reliability of transmission networks and ensuring that substation operations comply with technical standards and occupational safety requirements. The implementation of these duties requires employees to possess adequate technical competencies, high work discipline, and strong motivation (Simamora). Suboptimal employee performance may potentially lead to operational disruptions, delays in handling system disturbances, and a decline in the quality of electricity services provided to the public.

Based on preliminary observations at PT PLN (Persero) ULTG Padang Sidempuan, several issues related to employee performance were identified, including inconsistent work discipline and varying levels of employee motivation. These conditions indicate a gap between management expectations and actual work practices in the field, thereby necessitating a more in-depth analysis of employee performance and the factors influencing it (Mahsun).

From a theoretical perspective, employee performance can be defined as the work results achieved by an individual in carrying out assigned duties and responsibilities in accordance with predetermined standards (Mangkunegara). Mangkunegara explains that performance reflects both the quality and quantity of work achieved by employees. Similarly, Simamora argues that performance is influenced by employees' abilities, motivation, and opportunities to perform their work (Simamora). Therefore, employee performance is determined not only by individual characteristics but also by supportive systems and work environments.

One theory that is particularly relevant in explaining employee performance is Maslow's Hierarchy of Needs theory. This theory states that individual behavior and performance are influenced by the fulfillment of hierarchical needs, ranging from physiological needs, safety needs, social needs, esteem needs, to self-actualization needs (Maslow). In an organizational context, fulfilling employee needs—such as adequate salary and benefits, job security, recognition of achievements, and opportunities for self-development—will have a positive impact on work motivation and performance.

In addition, human resource management theory proposed by Gomes emphasizes that employee performance is the result of systematic and continuous human resource management practices, including planning, development, compensation, and employee maintenance (Gomes). Effective human resource management encourages alignment between organizational goals and employee needs, thereby enhancing overall performance.

From a regulatory perspective, PT PLN (Persero) conducts its operations based on laws and regulations governing the electricity sector and state-owned enterprises.

Government Regulation Number 18 of 1972 establishes PT PLN as a state enterprise authorized to provide electricity for public interest. These regulations require PLN and its operational units, including ULTG, to deliver reliable, safe, and sustainable electricity services. Consequently, employee performance becomes a crucial factor in fulfilling these regulatory demands.

Several previous studies have examined employee performance within PT PLN (Persero). Research by Warganegara et al. found that structured performance measurement supports strategic decision-making. Nurazizah et al. concluded that training and career planning have a positive effect on employee performance (previous studies on HRM at PLN). Meanwhile, Banne et al., in their study at ULTG Palopo, identified motivation, job satisfaction, and work discipline as dominant factors influencing employee performance (previous studies on ULTG). However, most of these studies employed quantitative approaches and focused primarily on distribution or managerial units.

Based on the above discussion, a study on employee performance at PT PLN (Persero) Transmission Service and Substation Unit (ULTG) Padang Sidempuan using a descriptive qualitative approach remains relevant. This study is expected to provide a comprehensive understanding of employee performance conditions and the factors that hinder performance improvement, thereby serving as a basis for enhancing human resource management and operational effectiveness within PT PLN (Persero).

REVIEW OF LITERATURE

Employee Performance Theory

The employee performance theory used in this study refers to the performance theory proposed by Mangkunegara, which defines performance as the quality and quantity of work achieved by employees in carrying out their duties and responsibilities. Performance reflects the level of success of employees in meeting organizational work standards. In addition, this study also adopts the performance theory according to Simamora, who states that employee performance is influenced by ability, motivation, and work opportunity. Thus, employee performance is determined not only by individual factors but also by supportive systems and work environments.

Human Resource Management Theory According to Gomes

Human resource management in this study is based on the human resource management theory proposed by Gomes, which views HRM as a process of managing human resources that includes planning, development, compensation, and employee maintenance in order to achieve organizational goals effectively and efficiently. According to Gomes, effective human resource management will encourage improved employee performance through the fulfillment of work needs and continuous competency development.

Transmission Service and Substation Unit of PT PLN (Persero)

The description of the Transmission Service and Substation Unit (ULTG) of PT PLN (Persero) refers to the institutional framework and regulatory provisions governing PT PLN (Persero), particularly Government Regulation Number 18 of 1972, which establishes PT PLN as a state-owned enterprise responsible for providing electricity for public interest. The ULTG is responsible for managing and operating transmission networks and

substations to ensure the reliability and continuity of electricity supply. Therefore, employee performance within the ULTG is a crucial factor in supporting the operational success of PT PLN (Persero).

RESEARCH METHOD

This study employed a descriptive qualitative approach aimed at obtaining an in-depth understanding of employee performance at PT PLN (Persero) Transmission Service and Substation Unit (ULTG) Padang Sidempuan. This approach was selected because it allows the researcher to describe employee performance conditions based on factual data and real experiences in the field.

The research was conducted at PT PLN (Persero) ULTG Padang Sidempuan. Research informants were selected using a purposive sampling technique, based on their involvement and understanding of the research object. The informants consisted of the ULTG manager, team leaders, and technical operational employees.

Data were collected through in-depth interviews, observation, and documentation. Interviews were conducted to obtain information related to task implementation, work motivation, work discipline, and performance constraints faced by employees. Observation was carried out to directly examine employee work activities and discipline, while documentation was used to complement the data through official documents related to performance and unit operations.

Data analysis was conducted using an interactive model, which included data reduction, data presentation, and conclusion drawing. Data validity was ensured through source and technique triangulation by comparing data obtained from interviews, observation, and documentation to enhance the credibility of the research findings.

RESULTS AND DISCUSSION

Employee Performance Analysis at PT PLN (Persero) Transmission Service and Substation Unit (ULTG) Padang Sidempuan

Employee performance at PT PLN (Persero) Transmission Service and Substation Unit (ULTG) Padang Sidempuan plays an important role in supporting the reliability of the transmission system and substation operations. Based on the results of the study obtained through interviews, observation, and documentation, employee performance is influenced by the level of fulfillment of work-related needs. Therefore, the analysis of employee performance in this study is examined using Maslow's Hierarchy of Needs theory as the analytical framework.

Physiological Needs

Physiological needs are basic human needs related to the fulfillment of daily living requirements, such as salary, allowances, and work facilities that support task implementation. The results show that the physiological needs of employees at PT PLN (Persero) ULTG Padang Sidempuan have generally been fulfilled. Employees receive salaries and allowances in accordance with company regulations, enabling them to meet their daily living needs. The fulfillment of these physiological needs provides a sufficient foundation for employees to carry out routine operational tasks.

Safety Needs

Safety needs relate to a sense of security and protection at work, including occupational safety, job security, and certainty of work regulations. The findings indicate that employees' safety needs have been relatively well fulfilled. PT PLN (Persero) ULTG Padang Sidempuan has implemented occupational safety and health standards in all operational activities, particularly in high-risk work. The application of these safety procedures provides employees with a sense of security in performing their duties.

Social Needs

Social needs are related to interpersonal relationships among employees, teamwork, and interactions between employees and supervisors within the work environment. The results show that social relationships among employees at ULTG Padang Sidempuan are generally well established. Teamwork in operational activities functions effectively, especially in handling transmission system disturbances. However, the intensity of communication and togetherness among employees still needs to be improved in order to create a more conducive working environment that supports performance improvement.

Esteem Needs

Esteem needs relate to recognition of work achievements, trust, and opportunities for employees to receive positive appraisal from the organization. The findings indicate that the fulfillment of esteem needs has not been evenly experienced by all employees. Recognition of work performance and reward mechanisms remain limited, which affects the work motivation of some employees. This condition indicates that esteem needs remain an aspect requiring greater managerial attention to improve employee performance.

Factors Affecting Employee Performance at PT PLN (Persero) Transmission and Substation Service Unit (ULTG) Padang Sidempuan.

Based on the research findings, several factors were identified as constraints on employee performance at PT PLN (Persero) ULTG Padang Sidempuan. The main constraints include suboptimal work motivation, particularly related to the fulfillment of esteem needs. In addition, limited and uneven access to training and competency development has become an obstacle, as not all employees receive equal opportunities to enhance their skills. Inconsistent work discipline also affects the effectiveness of task implementation. These constraints indicate the need for management attention to improve motivation, competency development, and the strengthening of reward systems in order to support sustainable employee performance improvement.

CONCLUSION

Based on the results of the study and discussion, it can be concluded that employee performance at PT PLN (Persero) Transmission Service and Substation Unit (ULTG) Padang Sidempuan has generally been fairly good in supporting the operation of transmission networks and substation management. The fulfillment of employees' physiological and safety needs has been relatively adequate through the provision of salaries, allowances, and the implementation of occupational safety standards, thereby providing a sense of security in carrying out their duties.

In terms of social needs, working relationships and teamwork among employees have been well established, particularly in operational activities and the handling of system disturbances. However, the fulfillment of esteem needs has not been evenly experienced by

all employees. Limited recognition of work achievements and the lack of an optimal reward system have affected the work motivation of some employees.

The factors constraining employee performance include suboptimal work motivation, inconsistent work discipline, and limited and uneven access to training and competency development. Therefore, improving employee performance at PT PLN (Persero) ULTG Padang Sidempuan requires management attention to strengthening reward systems, enhancing work discipline, and expanding sustainable competency development opportunities.

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