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## Multitasking competency development based on environmental capital at PT. PLN. Persero

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**Abstract.** PT. PLN Persero had vertically integrated business processes from upstream to downstream, and with the existence of several levels/levels of office, the appropriate competency model is the multiple competency model. Based on the choice of multiple competency models, in general, PT. PLN Persero competency needs are divided into main competencies, role competencies (soft competencies) and field competencies (hard competencies). Multitasking competence was a competency requirement for all position formations at PLN. derived from the vision, mission and corporate values. This study aimed to identify the development of environmental capital-based multitasking competence at PT. PLN Persero. This research was a descriptive study with a qualitative approach combined with a systematic literature review method. The results of the study concluded that the development of environmental capital-based multitasking competence at PT. PLN Persero identified 4 main competencies in PT. PLN Persero, namely achievement orientation, building trust, continuous learning, and customer focus. These four main competencies were identified based on the vision and mission of PT. PLN Persero and 4 corporate values. The preparation of this multitasking competence has taken into account the business scope of PT. PLN Persero based on environmental capital.

**Keywords.** Competency, Multitasking Competency Development, Environmental Capital

### Introduction

Increasing competition in the world of work spurs companies to continue to improve performance, so that they can achieve company goals that bring profit and are beneficial for human resources. with the current field. Companies in increasing their productivity carry out a form of activity, namely the placement of workers or employees who have different levels of competence through human resources (Da Silva & Borsato, 2017). Improving the quality of employee resources is very urgent and needs to be carried out in a planned, directed, and sustainable manner in order to improve capabilities and professionalism (Caniëls and Veld,

2019). Human resources are the main assets for organizations that are active planners and actors in various activities within the organization.

Human resources have thoughts, feelings, desires, status and educational backgrounds whose mindsets can be brought into an organizational environment in order to achieve organizational goals and not only depend on technology, but also depend more on humans who carry out their work with their competencies (Bonesso & Scapolan, 2014). Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job (Martini, *et. al.*, 2018). The competencies possessed by each employee are different from one another, so that many use this competency dimension as a measurement in evaluating individual employee performance (Hemani and Rashidi, 2016).

According to Srinivas (2017), competence has several aspects, namely knowledge, understanding, skills, values, attitudes, and interests. The ability to provide good work results to meet the needs of the organization as a whole is a contribution to employee competence (Adler and Benbunan-Fich, 2013). Under certain conditions, individual employees will continue to experience development not only in physiological aspects, humans also develop in psychological and physiological aspects with physical characteristics, biological conditions that exist in individuals such as height, weight, muscles, nervous system and the most important is the brain (Van der Schuur, *et. al.*, 2015).

This aspect will continue to interact throughout the individual's life and can encourage development or can hinder individual development in developing multitasking competence (Logie, Trawley and Law, 2011). Cognitive aspects in the individual include, problem solving, understanding/reasoning, perception decision making, memory and attention. Cognitive aspects play an important role in the daily life of individuals. There are two approaches to develop an organization's competency model, namely the universal approach model (one size fits all) and the multiple approach model (multiple).

Competence as a person's ability to produce at a satisfactory level in the workplace also shows the characteristics of knowledge and skills possessed or required by each individual who are able to perform their duties and responsibilities effectively and raise professional quality standards in work (Stoet, *et. al.*, 2013). PT. PLN Persero has vertically integrated business processes from upstream to downstream, and with the existence of several levels/levels of office, the appropriate competency model is the multiple competency model. Based on the choice of multiple competency models, in general, PLN's competency needs are divided into main competencies, role competencies (soft competencies) and field competencies (hard competencies). Multitasking competence is a competency requirement for all position formations at PLN. derived from the vision, mission and corporate values.

Multitasking competence plays a role in identifying based on business drivers and strategic challenges of all functions in the company so that the demands for competency needs are different in each field depending on what role is required in the position (Logie, *et. al.* 2010; Otto, *et. al.*, 2012; Klonek, Volery and Parker, 2021). Multitasking competence required in accordance with individual professions to complete work technically (Suija-Markova, *et. al.*, 2020). The successful implementation of multitasking competence requires a common understanding from all interested parties so that it is compiled in the Competency Directory of PT. PLN, where the purpose and function of the Director General is to uniform language and perception so that there is a common reference/standard for everyone to understand, perceive, discuss or measure a competency.

Environmental capital refers to all the Earth's resources which include the atmosphere, fresh water and groundwater, soil, biodiversity, and the capital used by the construction industry (Amato and Amato, 2012). Environmental capital also includes negative values such as pollution, contamination, and desertification where when individuals consider environmental issues, according to Huynh (2020) provided that a valuable parallel to theorizing about discrete and unsustainable conceptualizations of humanity/nature that focus primarily on human action, rejects existentialism and structuralism, thereby denying the existential notion of a fully autonomous agent and the structuralist notion.

Haninun, *et. al.* (2019) noted that those with environmental capital have a greater likelihood of success in creating and fulfilling dominant roles in academia, law, business, and so on thereby re-creating or reproducing human capital by becoming recognized as intelligent, successful and cultured individuals. This structuring structure of environmental capital gives their offspring the dominant cultural capital, and similarly, individuals who do not have the dominant cultural capital or who lack it, have fewer opportunities to acquire it, because education reflects the ways of speaking and acting of the middle class (Huynh, 2020). This study aims to how identify the development of environmental capital-based multitasking competence at PT. PLN Persero.

### **Methods**

This research is a descriptive study with a qualitative approach combined with a systematic literature research method. Creswell (2014) defines qualitative research as a research procedure that produces descriptive data in the form of written or spoken words from people and observed behavior from phenomena that occur. Neuman (2014) also suggests that descriptive research emphasizes data in the form of words, pictures, and not numbers caused by the application of qualitative methods. In addition, all that is collected is likely to be the key to what has been researched.

Data sources are subjects from which data can be obtained and to facilitate researchers in identifying data sources. Systematic literature review is a literature review method that identifies, assesses, and interprets all findings on a research topic, to answer research questions that have been previously determined (Gioia, Corley & Hamilton, 2012). The SLR method is carried out systematically by following stages and protocols that allow the literature review process to avoid bias and subjective understanding of the researchers.

### **Result and discussion**

The multitasking competence consists of key behaviors, namely a series of behavioral indicators that are required as evidence of mastery of these competencies where this series of key behaviors can be used as the most appropriate basis for designing assessment methods and tools, as well as instructions for developing one's competence (Buser and Peter, 2012; Lin, 2013; Kirchberg, Roe and Van Eerde, 2015). There are 4 main multitasking competencies at PT. PLN Persero, namely achievement orientation, building trust, continuous learning, and customer focus. These four main competencies are identified based on the vision and mission of PT. PLN Persero and 4 corporate values. The preparation of this role competency has taken into account the business scope of PT. PLN Persero based on environmental capital.

The key to success in managing the business in every business process in PT. PLN Persero may require different role competencies. In the role competence is divided into two, namely primary role competence and secondary role competence (Otto, I, *et. al.*, 2012). Primary

role competencies are competencies that have a major contribution to a person's success so that these competencies must be possessed by someone before occupying a position (Martini, *et. al.*, 2018). The secondary role competence is a competency that has a lower contribution in supporting one's success, so that this competency can be fulfilled after the employee occupies the intended position (Van der Schuur, *et. al.*, 2015; Suija-Markova, *et. al.*, 2020). These two competencies will be very well supported by the multitasking competence (Burgess, *et. al.*, 2000; Logie, Trawley & Law, 2011; Stoet, *et. al.*, 2013).

Hemani and Rashidi (2016) concluded that the mechanism of multitasking competence is important in all learning processes even for simple work tasks so that multitasking competence can be transformed into an individual's ability to pay attention to two or more things at the same time which is influenced by several factors, namely: Work competencies, which include the ability and skills to achieve maximum and satisfactory work results, require knowledge, skills and abilities possessed by an employee in carrying out their work duties so that employee performance can increase. This can be seen from the environmental compliance value of the Unit and AP from PT. PLN in table 1 below:

**Table 1. Recapitulation of Environmental Compliance Value of PT. PLN Persero in 2019-2021**

No	Unit/AP	2019	2020	2021
1	UID BANTEN	-3.5	-0.8	-0.063
2	UID JAYA	-3.25	-0.45	0
3	UID JABAR	-3	-0.22	0
4	UID JATENG	-2.5	-0.2	0
5	UID JATIM	-2.5	-0.19	-0.5
6	UID BALI	-2.5	-0.13	0
7	UID LAMPUNG	-2.5	-0.1	0
8	UIT JBB	-2.5	-0.1	0
9	UIT JBT	-2.5	-0.1	0
10	UIT JBM	-2.25	-0.1	0
11	UIP3B SUM	-2	-0.091	0
12	UIP2B JAMALI		-0.095	0
13	UIW ACEH	-2	-0.09	0
14	UIW SUMUT	-1.5	-0.083	0
15	UIW RKR	-1.5	-0.07	-0.016
16	UIW SUMBAR	-1.5	-0.063	0
17	UIW S2JB	-1.5	-0.06	0
18	UIW BABEL		-0.05	0
19	UIW KALSELTENG		-0.05	0
20	UIW KALBAR	-1.5	-0.04	0
21	UIW KALTIMRA	-1.5	-0.03	0
22	UIW SULUTENGGGO	-1.5	0	-0.4
23	UIW SULSELBAR	-1.5	0	0
24	UIW MMU	-1.25	0	-0.16
25	UIW PPB	-1	0	0
26	UIW NTB		0	0
27	UIW NTT	-1	0	0
28	UIP SBU		0	0
29	UIP SBT		0	-0.033
30	UIP SBS		0	0

No	Unit/AP	2019	2020	2021
31	UIP KLB		0	-0.032
32	UIP KALBAGTENG		0	0
33	UIP KLT	-1	0	-0.048
34	UIP ISJ		0	
35	UIP JBB		0	0
36	UIP JBT I	-1	0	
37	UIP JBT II	-1	0	
38	UIP JBT			0
39	UIP JBTB I		0	
40	UIP JBTB II		0	
41	UIP JBTB			0
42	UIP NUS	-1	0	0
43	UIP SUL			0
44	UIP PAPUA		0	
45	UIP MALUKU		0	
46	UIP MPA			-0.25
47	UIP PEMBANGKIT SUM	-2	0	-0.009
48	UIK SBU		0	-0.158
49	UIK SBS		0	-0.348
50	UIK TJB		0	0
51	UIKL KAL	-0.75	0	-0.013
52	UIKL SUL		0	-0.016
53	PUSLITBANG		0	0
54	PUSHARLIS		0	-0.167
55	PUSERTIF		0	0
56	PUSMANPRO	-0.75	0	0
57	PUSDIKLAT		0	-0.063
58	PUSENLIS		0	
59	IP	-0.75		-0.012
60	PJB	-0.75		-0.029
61	PLNT	-0.5		0
62	PLN BB			0
63	HALEYORA	-0.5		0
64	PLN GG			0
65	ICON+	-0.25		0
66	PLN BATAM			0
67	BAG			0
68	PLNE			0

(Source: PT. PLN Persero, 2022)

Based on table 1, it shows that in 2019 the overall recapitulation of the environmental compliance value of PT. PLN as a reflection indicator of employee performance appraisal has a negative value. In 2020, the overall recapitulation of the environmental compliance value of PT. PLN is still mostly negative and even zero (0). In 2021 the overall recapitulation of the environmental compliance value of PT. PLN is still mostly negative and even zero (0). This shows that the recapitulation of the environmental compliance value of PT. PLN for the last 3 years from 2019 to 2021 is still bad and fairly negative.

The relationship between human resource development and the contribution of environmental and infrastructure capital strength is contributing to procurement, repair and maintenance. The contribution of human resource development to environmental capital and infrastructure includes participation and self-help in the form of a participatory and observative workforce, increasing moral awareness of the environment (Yusoff, Kamaruddin and Ghani, 2018). Increasing environmental capital in the context of human resource capabilities is a form of awareness, a sense of obligation, moral responsibility, social solidarity with the environment and infrastructure for the environment as a form of collective awareness, a sense of belonging, a sense of responsibility for environmental conditions and the existing infrastructure in the environment (Semenova and Hassel, 2016).

These actions are based on the principles of values and norms, togetherness and trust, including the role of institutions/associations in realizing programs and activities in the form of procurement and improvement (Klonek, Volery dan Parker, 2021). In essence, the company's environmental capital and infrastructure capital have increased in terms of quality and quantity of relations or performance as shown in table 2 below:

**Table 2. Reporting Obligations and Follow-Ups of PT. PLN Persero Related to Administrative Sanctions Environmental Impact Analysis**

No.	Letter Numbers	Date	Contents of the Report
1	0055/KLH.01.02/570200/2019	27-Sep-19	Reporting on the Compulsory Settlement of the Government for the 7-Day Period of PLTU Asam Asam
2	062/KLH.01.02/570200/2019	23-Oct-19	Reporting on Compulsory Settlement of the Government for the 30-Day Period of PLTU Asam Asam
3	068/KLH.01.02/570200/2019	27-Nov-19	Reporting on Compulsory Settlement of the Government for Obligation to Test Radionuclide FABA PLTU Asam Asam
4	0047/KBL.01.08/570200/2020	6-Mar-20	Follow-up to the Government's Compulsory Settlement for FABA's Hazardous Waste Management Obligations as of February 2020
5	0208/KLH.01.02/A570200/2020	6-May-20	Follow-up to the Government's Compulsory Settlement for FABA's Hazardous Waste Management Obligations as of April 2020
6	0316/KLH.00.01/B57020000/2020	17-Jun-20	Follow-up to the Government's Compulsory Settlement for FABA's Hazardous Waste Management Obligations as of June 2020
7	0390/KLH.00.01/B57020000/2020	22-Jul-20	Follow-up to the Government's Compulsory Settlement for FABA's Hazardous Waste Management Obligations as of July 2020
8	3513/KIT.02.01/B5702000000/2020	13-Nov-20	Application for Extension of Time for Completion of Government Coercion for the Obligation of B3 Waste Management FABA
9	0380/HKM.07.01/C49020000/2021	3-Jun-21	Application for Consideration of Revocation of Administrative Sanctions Against PT PLN (Persero) Asam Asam Generation Implementing Unit
10	0565/KBL.01.08/C49020000/2021	18-Aug-21	Submission of letter of commitment fulfillment and Application for Consideration of Revocation of Administrative Sanctions Against PT PLN (Persero) Asam Asam Generation Implementing Unit
11	3491/KBL.01.05/C49000000/2021	20-Sep-21	Notice and Support for the use of FABA at the PLTU Asam Asam
12	0666/KBL.01.08/C49020000/2021	24-Sep-21	Submission of letter of commitment fulfillment and Application for Consideration of Revocation of Administrative Sanctions Against PT PLN (Persero) Asam Asam Generation Implementing Unit

No.	Letter Numbers	Date	Contents of the Report
13	0452/KLH.00.01/B22010000/2021	10-Mar-21	<p>Submission of the Progress of Coerced Administrative Sanctions by the PLN Government. UPK Ombilin Progress follow-up related to the obligation to restore environmental functions in areas located in 5 locations:</p> <ol style="list-style-type: none"> <li>1.) The process of waiting for the preparation of the site environmental restoration function 1,2,3.</li> <li>2.) At location 4 (TPS beside unit 2): all of them have been transported with a total tonnage of 197.311.120 Kg (since July 2019-June 2020) currently waiting for the KLHK recovery directorate</li> <li>3.) 3. At location 5 (Green Field TPS): Fly Ash Bottom Ash B3 waste transported and managed by a third party until February 28, 2021 is 169,191.89 Tons</li> </ol>
14	0827/KLH.00.01/C22010000/2021	7-May-21	<p>Submission of the Progress of Coerced Administrative Sanctions by the PLN Government. UPK Ombilin Progress follow-up related to the obligation to restore environmental functions in areas located in 5 locations:</p> <ol style="list-style-type: none"> <li>1.) Currently in the process of preparing the Environmental Recovery Function Plan (RFPLH) at location 1,2,3.</li> <li>2.) At the location (TPS beside unit 2): all have been transported with a total tonnage of 197.311.120 Kg (since July 2019-June 2020).</li> <li>3.) At location 5 (Green Field TPS): Fly Ash Bottom Ash B3 Waste transported and managed by a third party until April 30, 2021 is 171,226.77 Tons.</li> </ol>
15	1034/KLH.00.01/C22010000/2021	16-Jun-21	<p>Follow-up to the Government's Compulsion Settlement as of May 2021. Follow-up progress related to the obligation to restore environmental functions in areas located in 5 locations:</p> <ol style="list-style-type: none"> <li>1.) Currently, the process of preparing the Environmental Recovery Function Plan (RFPLH) at locations 1,2,3 has been completed and has been submitted to the Directorate of KLHK.</li> <li>2.) At the location (TPS beside unit 2): all of them have been transported with a total tonnage of 197.311.120 Kg (since July 2019 - June 2020), currently waiting for field verification by the Directorate of Recovery of the Ministry of Environment and Forestry.</li> <li>3.) At location 5 (Green Field TPS): Fly Ash Bottom Ash B3 Waste transported and managed by a third party until 30 May 2021 is 172,319.88 Tons.</li> </ol>

No.	Letter Numbers	Date	Contents of the Report
16	1033/KLH.00.01/C22010000/2021	16-Jun-21	Submission of Progress Reports on the Recovery of Environmental Functions of Passive Stockpile TPS and Green Field TPS
17	1447/KLH.00.01/C22010000/2021	19-Aug-21	Application for extension of completion deadline
18	1698/KLH.00.01/C22010000/2021	21-Sep-21	Follow-up Report on Minutes of Field Verification and Supervision of Soil Sampling
19	1990/KLH.00.01/C22010000/2021	4-Nov-21	Submission of the Progress of Coerced Administrative Sanctions by the PLN UPK Ombilin Government
20	S.361/PHLHK/PPSA/SKM.0/10/2021	5-Nov-21	Approval of Extension of Administrative Sanction Period for 180 calendar days or 23 April 2022
21	1128/KLH.00.01/C22070000/2020	5-Nov-20	Submission of Administrative Sanctions Follow-up (Closing findings 1.a 100%)
22	1329/REN.01.02/C22070000/2020	8-Dec-20	Submission of Follow-up Administrative Sanctions Information : Of the 3 obligations listed in the Certificate of Administrative Sanctions, 1 obligation has been completed (implementation of paint filter test) and 2 other obligations have been completed
23	0049/REN.01.02/C22070000/2021	12-Jan-21	Submission of Follow-up Administrative Sanctions Information : Of the 3 obligations listed in the Certificate of Administrative Sanctions, 1 obligation has been completed (implementation of paint filter test) and 2 other obligations have been completed
24	0165/REN.01.02/C22070000/2021	15-Feb-21	Submission of Follow-up Administrative Sanctions Information : Of the 3 obligations listed in the Certificate of Administrative Sanctions, 1 obligation has been completed (implementation of paint filter test) and 2 other obligations have been completed
25	0264/REN.01.02/C22070000/2021	10-Mar-21	Submission of Follow-up Administrative Sanctions Information : Of the 3 obligations listed in the Certificate of Administrative Sanctions, 1 obligation has been completed (implementation of paint filter test) and 2 other obligations have been completed
26	0264/REN.01.02/B22070000/2021	10-Mar-21	Submission of Follow-up Administrative Sanctions 1.) Of the 3 obligations listed in the Certificate of Administrative Sanctions, 1 obligation has been resolved 27 problems (implementation of paint filter test) and 2 other obligations have been resolved. 2.) PLTU Tarahan has transported Fly Ash and Bottom Ash (FABA) which has exceeded the shelf life of 26,022.78 Tons to PT Cemindo Gemilang on 9 to 28 August 2020.

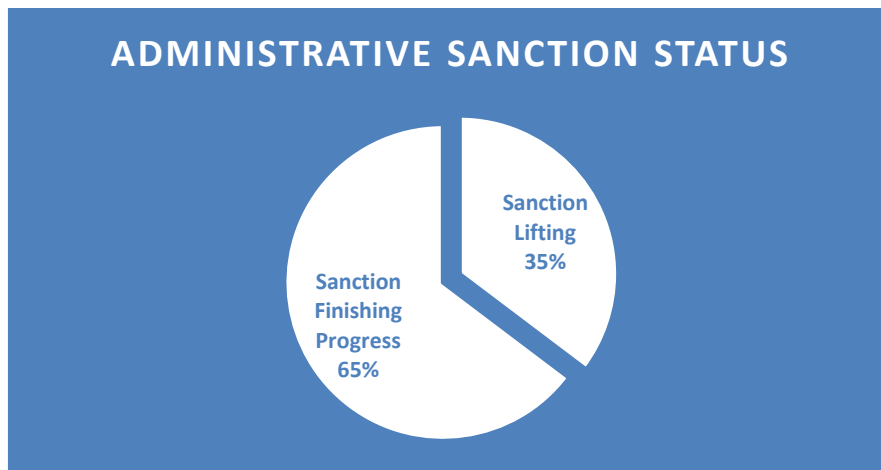
No.	Letter Numbers	Date	Contents of the Report
			<p>3.) Until now, the progress of moving fly ash that is still in the landfill location to the TPS is carried out continuously, the progress of the clearance of the Landfill location has been completed 100%.</p> <p>4.) The construction process in the form of making embankment embankments has been carried out for about 20% and linear fill for the ground floor has been carried out for about 14%</p>
27	0281/REN.01.02/B22070000/2021	17-Mar-21	Request for Direction/Explanation Request letter for direction regarding the continuation of Administrative Sanctions, in connection with the change in FABA's status as registered non-B3 waste
28	0579/REN.01.02/C22070000/2021	25-Mar-21	Submission of Follow-up Administrative Sanctions Submit a management plan for the storage of non-B3 fly ash waste and other efforts that have been made for the management of non-B3 fly ash at PT PLN (Persero) Tarahan Generation Executor Unit.
29	0375/REN.01.02/C22070000/2021	8-Apr-21	<p>1.a.) Submission of UPK Tarahan Administrative Sanctions Follow-up. Delivered in AMAR 3 points 1.a and 1.b have been implemented 100%.</p> <p>1.b.) Submit a request so that the Ministry of Environment and Forestry can provide direction regarding the FABA storage process.</p> <p>2.) Received an answer from the Ministry of Environment and Forestry. Letter from the Ministry of Environment and Forestry, Director General of Environmental and Forestry Law Enforcement Number S.183/PPSA/PSA/GKM.0/5/2021 regarding Responses to Follow-Up on the Implementation of Adm Sanctions. May 4, 2021 (newly received on May 23)</p>
30	0497/REN.01.02/C22070000/2021	7-May-21	Submission of Follow-up Administrative Sanctions and Applications Instruction.
31	0579/REN.01.02/C22070000/2021	25-May-21	Submission of a follow-up plan for FABA management, in the form of a timeline and roadmap (Responding to a letter from the Ministry of Environment and Forestry, Director General of Environmental and Forestry Law Enforcement Number S.183/PPSA/PSA/GKM.0/5/2021 regarding Responses to Follow-Up Implementation of Adm Sanctions . May 4, 2021)
32	0685/REN.01.02/C22070000/2021	19-Jun-21	Submission of FABA Management Commitment Letter (following letter Number 0579/REN.01.02/C22070000/2021). Verbal directive from KLHK to main office
33	0737/REN.01.02/C22070000/2021	30-Jun-21	Application letter for consideration of revocation of administrative sanctions for PLTU Tarahan

No.	Letter Numbers	Date	Contents of the Report
34	0859/REN.01.02/C22070000/2021	30-Jul-21	Submission of Follow-up for Compliance with Administrative Sanctions 1.a.) Submission of UPK Tarahan Administrative Sanctions Follow-up. Delivered in AMAR 3 points 1.a and 1.b have been implemented 100%. 1.b.) Submitting an application to the Ministry of Environment and Forestry in order to be able to close the Administrative Sanction status of PLTU Tarahan.
35	0970/REN.01.02/C22070000/2021	20-Aug-21	Submission of Follow-up for Compliance with Administrative Sanctions 1.a.) Submission of UPK Tarahan Administrative Sanctions Follow-up. Delivered in AMAR 3 points 1.a and 1.b have been implemented 100%. 1.b.) Submit an application to the Ministry of Environment and Forestry in order to be able to close the Administrative Sanction status of the Tarahan PLTU.
36	1159/KLH.00.01/C22070000/2021	20-Sep-21	Requests for technical standard directions and management standards for several activities of PT PLN (Persero) UPK Tarahan are as follows: 1.) Technical Standards for Fly Ash and Bottom Ash Management. 2.) Management Standards for Improvement in Plant Biomass Addition (Cofiring) Activities.
37	1202/REN.01.02/C22070000/2021	27-Sep-21	Submission of Follow-up for Compliance with Administrative Sanctions
38	1985/KBL.01.03/B21000000/2020	25-Aug-20	Submission of Follow-up Minutes of Supervision of Administrative Sanctions for PLTU Labuhan Angin in July 2020
39	0917/KBL.01.03/B21000000/2021	26-Mar-21	Follow-up progress related to the obligation to transport the stockpiled FABA: 1.) PT PLN (Persero) Labuhan Angin UPK transported 7016.75 tons of FABA in July 2019. 2.) PT PLN (Persero) UPK Labuhan Angin has transported 7235.09 Tons of FABA in November 2020. 3.) The 2021 FABA transport plan is in the submission stage.
40	1777/KBL.01.03/C21000000/2021	16-Jun-21	Follow-up progress related to the obligation to transport the stockpiled FABA: 1.) PT PLN (Persero) UPK Labuhan Angin has transported 7016.75 tons of FABA in July 2019. 2.) PT PLN (Persero) UPK Labuhan Angin has transported 7235.09 Tons of FABA in November 2020. 3.) The 2021 FABA transport plan is in the submission stage.
41	2134/KLH.00.01/C21000000/2021	15-Jul-21	Follow-up progress related to the obligation to transport the stockpiled FABA: 1.) PT PLN (Persero) UPK Labuhan Angin has transported 7016.75 tons of FABA in July 2019.

No.	Letter Numbers	Date	Contents of the Report
			2.) PT PLN (Persero) UPK Labuhan Angin has transported 7235.09 Tons of FABA in November 2020. 3.) Implementation of the Utilization of 244.33 Tons of FABA in the trial activity for the use of FABA as a foundation layer on Jl. Sibolga - Barus KM 15 4.) Through this letter submit an application for closing Administrative Sanctions
42	3102/KLH.00.01/C21000000/2021	5-Oct-21	Application for Determination of Administrative Sanctions for PLTU Labuhan Angin due to the issuance of Technical Recommendations for Hazardous Waste Stockpiling activities at PLTU Labuhan Angin
43	0059/KBL.01.03/B21060000/2021	29-Jan-21	Regarding the Follow-up to the Implementation of Administrative Sanctions for PLTU Nagan Raya, containing the progress of FABA management until January 2021
44	0152/KBL.01.03/B21060000/2021	20-Mar-21	Regarding the Follow-up to the Implementation of Administrative Sanctions for PLTU Nagan Raya, containing the progress of FABA management until March 2021
45	0206/KBL.01.03/C21060000/2021	14-Apr-21	Regarding the application for additional time for the application of administrative sanctions
46	0329/KBL.01.03/C21060000/2021	15-Jun-21	Regarding the Follow-up to the Implementation of Administrative Sanctions for PLTU Nagan Raya, containing the progress of FABA management until June 2021
47	2166/KLH.00.01/C21000000/2021	19-Jul-21	Submission of a Letter of Commitment to the Management of FABA PLTU Nagan Raya, containing a commitment to FABA management and a request for revocation of administrative sanctions
48	0598/KBL.01.03/C21000000/2021	6-Oct-21	Regarding the follow-up to the fulfillment of Administrative Sanction obligations until September 2021
49	3416/KBL.01.08/C20000000/2021	27-Oct-21	Application for Storage Management Instructions While FABA
50	3635/KLH.01.02/C20000000/2021	12-Nov-21	Submission of the progress of settlement of administrative sanctions for PLTU 2 NTT - Bolok
51	4003/KLH.00.01/B56000000/2020	6-Oct-20	1.) The obligation to carry out tests for the concentration of radio nucleotide activity has been completed by 30%. 2.) Obligation to manage B3 materials in the form of NAOCL 16 IBC, 32 Drum Coating paint completed 100%. 3.) LB3 management obligations in the form of ventilation at TPS LB3 PLTMG Kendari have been completed 100% 4.) Request for additional time for radionucleotide testing for 40 days.
52	4974/KLH.00.01/B56000000/2020	20-Nov-20	All finding points on administrative sanctions have been resolved
53	0056/KBL.01.08/B21080000/2021	1 Feb 2021	Report on the Implementation of Administrative Sanctions Written Warning

(Source: PT. PLN Persero, 2022)

Based on table 2 described above, there are 53 cases that have an impact on administrative sanctions related to environmental impact analysis and are being completed and followed up for the last 2-3 years. However, some of these cases have been resolved as described in Figure 1 below:



**Figure 1. Administrative Sanction Status of PT. PLN Regarding Environmental Impact**  
(Source: PT. PLN Persero, 2022)

Environmental capital can provide added value and streamline other capitals (Cuadrado-Ballesteros, *et. al.*, 2016). The linkage of physical environmental capital in this study is intended as a form of contribution in observing, encouraging, and raising stakeholder awareness in maintaining and maintaining physical environmental conditions such as roads, bridges, housing and settlements, buildings, canals, waterways/drainage, beaches/sea (Amato and Amato, 2012; Hansen, Güttel and Swart, 2019)). Environmental capital, especially knowledge about the environment, involves an understanding of the interdependence of all life on Earth, and an awareness of the involvement that individuals have in contributing to positive and negative environmental consequences (Clarkson and Richardson, 2004; Haninun, *et. al.*, 2019).

Environmental capital also requires an understanding of the interrelationships of social, cultural, political, technological and economic systems and their effects on the environment where this occurs for two reasons: first, it is in this system that sustainable initiatives will have their foundations (Huynh, 2020). Second, knowledge of the root causes of environmental problems is essential for real progress towards sustainable solutions. Everyone has environmental capital in one form or another, although it is believed that the quality and quantity of this capital must be increased throughout the general population before sustainability is achieved (Logie, *et. al.*, 2010). Knowledge and understanding are not enough in solving environmental problems so that people can act on their knowledge and awareness, they need to be acquainted with various action skills (Semenova and Hassel, 2016).

### **Conclusion and recommendation**

The results of the study concluded that the development of environmental capital-based multitasking competence at PT. PLN Persero identified 4 main competencies in PT. PLN Persero, namely Achievement Orientation, Building Trust, Continuous Learning, and Customer Focus. These four main competencies are identified based on the vision and mission of PT. PLN

Persero and 4 corporate values. The preparation of this multitasking competence has taken into account the business scope of PT. PLN Persero based on environmental capital. The key to success in managing the business in every business process in PT. PLN Persero may require different multitasking competencies. The development of multitasking competence is a competence that has a major contribution to a person's success so that this competence must be possessed by someone before occupying a position which must be based on environmental capital in order to have innovative and strategic reasoning power.

Environmental capital also requires an understanding of the interrelationships of social, cultural, political, technological and economic systems and their effects on the environment where this occurs for two reasons: first, it is in this system that sustainable initiatives will have their foundation. Second, knowledge of the root causes of environmental problems is essential for real progress towards sustainable solutions. Everyone has environmental capital in one form or another, although it is believed that the quality and quantity of this capital must be increased throughout the general population before sustainability is achieved.

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### Appendix

#### Studies Using the Methodology or Variations on the Approach

Author(s)	Year	Journal
Amato and Amato	2012	Business Strategy and the Environment
Burgess, Veitch, De Lacy Costello, and Shallice	2000	Neuropsychologia
Buser and Peter	2012	Experimental Economics
Clarkson, Li and Richardson	2004	The Accounting Review
Cuadrado-Ballesteros, Garcia-Sanchez and Martinez-Ferrero	2016	Management Decision
Haninun, <i>et. al.</i>	2019	Indonesian Journal of Sustainability Accounting and Management
Hansen, Gütte and Swart	2019	The International Journal of Human Resource Management
Hemani and Rashidi	2016	Journal of Business Studies
Huynh	2020	International Journal of Energy Economics and Policy
Kirchberg, Roe and Van Eerde	2015	Human Performance
Klonek, Volery and Parker	2021	International Small Business Journal: Researching Entrepreneurship
Lin	2013	International Journal of Technology and Human Interaction
Logie, <i>et. al.</i>	2010	Psychologica Belgica
Logie, Trawley and Law	2011	Memory Cognitive
Martini, <i>et. al.</i>	2018	IOSR Journal of Business and Management
Otto, <i>et. al.</i>	2012	Journal of Business Studies Quarterly
Semenova and Hassel	2016	Journal of Applied Accounting Research
Stoet, <i>et. al.</i>	2013	BMC Psychology
Suija-Markova, <i>et. al.</i>	2020	Emerging Science Journal
Van der Schuur, <i>et. al.</i>	2015	Computers in Human Behavior
Yusoff, Kamaruddin and Ghani	2018	Indonesian Journal of Sustainability Accounting and Management