MANAGEMENT SUPPORT AND EMPLOYEE MINDSET IN IMPLEMENTING SUSTAINABLE LIVING CULTURE IN THE PLN NUSANTARA POWER ENVIRONMENT

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Abstract

In order to maintain environmental sustainability and minimize the negative impacts of human activities on the earth, PLN Nusantara Power has implemented strategic steps to build a sustainable living culture. This effort is carried out as part of the company's commitment to achieving sustainability goals and carrying out environmental responsibilities. Challenges in implementing a sustainable living culture are often influenced by an ingrained organizational culture, which may be resistant to change or innovation. Top management support is key to overcoming these obstacles. Management must provide adequate facilities, provide rewards, and provide ongoing training to encourage change. The data analysis technique in this study was carried out with classical assumptions and multiple linear regression tests. The results of this study indicate that the Management Support Variable of 0.0264 and the Employee Mindset Variable of 0.556 show a positive and significant influence on the sustainable living culture. These results indicate that a positive employee mindset that is in line with the principles of sustainability is one of the important keys in creating a more environmentally friendly and sustainable work environment. Simultaneously, the two independent variables, namely management support and employee mindset, together have a positive and significant influence on the sustainable living culture.

*Keywords: **Sustainable Living, Management Support, Employee Mindset, Classical Assumptions, Multiple Linear***

1. INTRODUCTION

Indonesia is the second largest producer of plastic waste in the world, producing 187.2 million tons after China (262.9 million tons). Plastic waste takes about 1000 years to decompose. In order to preserve the environment and minimize the negative impacts of human activities on the earth, PLN Nusantara Power has implemented strategic steps to build a culture of sustainable living. Sustainable living is a concept of sustainable living by paying attention to environmental harmony. This program is carried out in terms of environmental preservation to maintain existing environmental conditions (Sukamdi et al., 2022).

As one of the sub-holdings of PT PLN (Persero), PLN Nusantara Power has taken strategic steps to implement a sustainable living culture in order to achieve the company's sustainability goals and environmental responsibility. This step includes various initiatives aimed at reducing carbon footprints and increasing resource efficiency. The success of implementing this culture is highly dependent on the active participation of all employees. Based on a direct Pre-Survey to 30 employees at PLN Nusantara Power, there is a lack of effectiveness in implementing a sustainable living culture at PLN Nusantara Power. Although there are education and training programs, most employees feel that these initiatives are not enough to motivate them to change their behavior related to energy and water use. In addition, the belief in the need for proactive and innovative mindset changes for the

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success of this culture is also low. Therefore, the company needs to improve the effectiveness of these programs and find better ways to educate and motivate employees to adopt sustainable living practices more effectively. Based on the Pre-Survey, it is indicated that top management support for the implementation of sustainable living culture at PLN Nusantara Power still requires significant improvement. Based on feedback from respondents, it is clear that the facilities provided, reward systems, and training programs that currently exist are not adequate to fully support and encourage the desired sustainability initiatives.

Management support and employee mindset are two important components in the successful implementation of a sustainable living culture. Top management support is crucial because it includes providing the resources, training, and motivation needed to facilitate change. Without adequate support, sustainability initiatives may not be implemented effectively. Challenges in implementing a sustainable living culture are often influenced by the entrenched organizational culture, which may be resistant to change or innovation. Top management support is key to overcoming these barriers. Management must provide adequate facilities, provide rewards, and provide ongoing training to encourage change. In addition, employee mindset also plays an important role; employees need to have a strong understanding and awareness of the importance of sustainability to effectively adopt environmentally friendly practices. Visionary and inspiring leadership is needed to create a supportive environment, motivate employees, and help them change their mindset to align with sustainability principles.

2. LITERATURE REVIEW
2.1 Management Support

Management support is an important element in the company's operations. This form of support includes commitment and provision of various resources needed to carry out company activities. Management support includes managerial skills possessed by organizational leaders. This involves designing work systems and industrial relations to ensure safety and harmony in the workplace. In addition, management support also focuses on developing employee capabilities, motivating, and mobilizing all employees to work optimally.

2.2 Employee Mindset

The growth mindset is the same as the human growth mindset. This way of thinking can advance life or vice versa. There is no doubt that living in the world is always changing at all times. If you do not change your attitude, employees will not develop. In other words, employees will walk in a location that has a high risk of failing to achieve well-being. Having a growth mindset is certainly very good for life. If the mindset develops, it means believing in the intelligence and talents you have. Employees can also appreciate the process they go through more.

2.3 Sustainable living culture

Environmental skills development for employees is a critical element in ensuring environmental sustainability becomes an integral part of organizational culture. Environmental skills development for employees is key to creating a culture of sustainability among employees and encouraging the adoption of sustainable behaviors that have a positive impact on the environment as a whole. By taking these steps, organizations can achieve sustainable growth while remaining environmentally responsible (Sudiantini et al., 2023). Culture serves as a social glue that helps unite the organization using perfect standards and must be said and done by employees. Finally, culture serves as a procedure for generating meaning and control to guide and create employee behavior.

2.3 Conceptual Framework

Management support plays an important role in shaping employee mindsets regarding the implementation of a sustainable living culture. Employee mindset is a key element in the successful implementation of a sustainable living culture in a company. This mindset mediates between
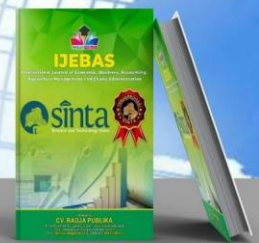
management support and the implementation of a sustainable culture. In other words, management that provides maximum support will improve employee mindsets, which then play an important role in the successful implementation of a sustainable living culture in the company. The synergy between management support and employee mindset is crucial to ensuring sustainability in the work environment.
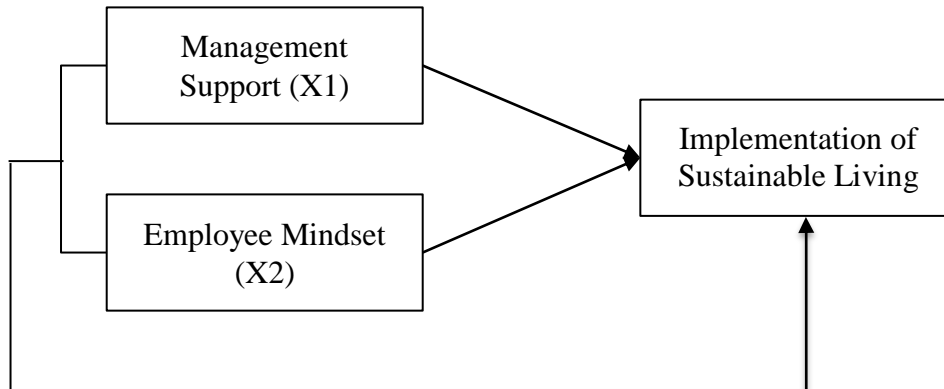

Figure 2.1 Conceptual Framework

3. RESEARCH METHODS
3.1 Research Design and Data Collection

This research will be conducted at PLN Nusantara Power Jakarta. Data were obtained through interviews, observations, documentation and questionnaires (surveys). In this case, the researcher used 99 respondents.

3.2 Data Analysis Techniques
3.2.1 Classical Assumption Test

The first hypothesis test requires the fulfillment of classical assumptions, including the normality test, multicollinearity test, and heteroscedasticity test. Here are the details:

1. Normality Test

According to (Ghozali, 2016) the normality test aims to determine whether the independent and dependent variables are normally distributed. Data normality testing can be done using the One Sample Kolmogorov Smirnov test. If the significance value is above 5% or 0.05 then the data has a normal distribution. Conversely, if the results of the One Sample Kolmogorov Smirnov test have a significance value below 5% or 0.05 then the data is not normally distributed.

2. Multicollinearity Test

According to (Ghozali, 2016) the multicollinearity test aims to determine whether there is a correlation between independent variables in the regression model. To determine the presence of multicollinearity in the regression model, it can be seen from the tolerance value and the variance inflation factor (VIF) value. The tolerance value measures the variability of independent variables that cannot be explained by other independent variables. The tolerance value used is less than or equal to 0.10, while the VIF value must be above 10.

3. Heteroscedasticity Test

The heteroscedasticity test is intended to check in a regression model whether there is a difference in the variance of the residuals between one supervision and another. A good research model is one that does not experience heteroscedasticity (Ghozali, 2016). Further hypothesis testing using multiple linear regression analysis, namely:

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$$Y = \alpha + \beta 1 X1 + \beta 2 X2 + \epsilon$$

Where :

α = Constant

β = Coefficient

X_1 = Management Support, X2 = Employee Mindset

ε = Error

3.2.2 Multiple Linear Regression Test

1. F Test (Simultaneous Significance Test)

   The F statistical test is used to test whether the independent variables (free variables) together have an effect on the dependent variable (dependent variable).

2. R2 Test (Determination Test)

   The R2 test is used to test the extent to which the independent variable (free variable) can explain the dependent variable, and the remainder is explained by other factors or variables not included in the model.

3. T-Test (Partial Test)

   The t-statistic test is used to test whether the independent variable has a partial effect on the dependent variable.

4. RESULTS AND DISCUSSION

4.1 Vision and Mission of Research Location

The vision of PT. PLN Nusantara is to become a leading and trusted company in the sustainable energy business in Southeast Asia.

The mission of PT. PLN Nusantara is

a. running an innovative and collaborative energy business, growing and sustainable, and environmentally conscious.

b. Maintaining the highest level of performance to provide added value to stakeholders

c. Attracting and developing the best talent and running an agile and adaptive organization

d.

4.2 Respondent Description

In this study, the majority of respondents were male, with a total of 79 people or 79.80% of the total respondents. Female respondents numbered 20 people or around 20.20% of the total respondents. The majority of respondents were in the age range of 27-35 years, with a total of 63 people or 63.65%. The age group of 36-44 years was 24 people or 24.25%. Respondents with the last education of high school numbered 13 people or 13.10%. The last education at the S2 level numbered 7 people or 7.10%. In this study, they had a work period of between 4-13 years with a total of 64 people or 64.65%. The group with a work period of 14-22 years consisted of 28 people, representing 28.30%. The group of respondents with the longest work period, namely 23-30 years, numbered 7 people or 7.05%. The position with the largest number of respondents is Officer, which is 36 people or 36.40% of the total respondents. The Technician position is 12 people or 12.10%, along with Junior Technician as many as 6 people or 6.05%. At the managerial level, there are Assistant Managers as many as 9 people or 9.10%, Managers 5 people or 5.05%, and Senior Officers 3 people or 3.05%.

Description or presentation of data from the variables Management Support (X1), Employee Mindset (X2), Sustainable Living Culture (Y) which are summarized in the frequency table are as follows:
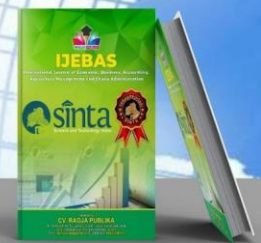
Table 4.1 Questionnaire Scores for Management Support Variable (X1)

No.	Question Items	STS (1)	(%)	TS (2)	(%)	S (3)	(%)	SS (4)	(%)	Mean
1	Management provides physical facilities (such as work space, recycling bins, etc.) needed to support the implementation of sustainable living systems or programs.	1	1.01	2	2.02	70	70.71	26	26.26	3.22
2	Management creates a work environment that supports collaboration and innovation in implementing sustainable living practices.	1	1.01	3	3.03	76	76.77	19	19.19	3.14
3	Management provides ongoing training to employees on effective methods and practices in implementing a sustainable living culture in the work environment.	1	1.01	2	2.02	70	70.71	26	26.26	3.22
4	Management organizes educational programs involving expert speakers to increase employee awareness about the importance of sustainable living and its impact on the environment.	-		4	4.04	68	68.69	27	27.27	3.23
5	Management provides awards (such as certificates, bonuses, or other rewards) to employees who successfully implement sustainable living practices effectively in the workplace.	1	1.01	14	14.14	69	69.70	15	15.15	2.99
6	Management encourages employees who excel in implementing sustainable living practices to share their experiences with their colleagues.	1	1.01	6	6.06	67	67.68	25	25.25	3.17
7	Management provides constructive feedback to employees regarding their performance in implementing sustainable living practices and ways to improve them.			5	5.05	77	77.78	17	17.17	3.12

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No.	Question Items								
8	Management monitors the performance of sustainable living systems or programs periodically and conducts evaluations to measure the effectiveness of their implementation.	9	9.09	69	69.70	21	21,21	3.12	
					Average			3.15	

Source: Primary Data Analysis, 2024

Table 4.2 Questionnaire Scores for Employee Mindset Variable (X2)

No.	Question Items	STS (1)	(%)	TS (2)	(%)	S (3)	(%)	SS (4)	(%)	Mean
1	I understand the importance of sustainable living to protect the environment.	2	0.02	65	0.66			32	0.32	2.63
2	I realized that my small actions can have a big impact on the environment.			3	0.03	61	0.62	35	0.35	3.32
3	I am open to changes that support environmental sustainability.			5	0.05	65	0.66	29	0.29	3.24
4	I feel that companies need to continue to innovate to achieve sustainability.			6	0.06	69	0.70	24	0.24	3.18
5	I am committed to implementing sustainable living practices in the workplace.	3	0.03	4	0.04	67	0.68	25	0.25	3.15
6	I'm always looking for ways to reduce my carbon footprint at work.	8	0.08	26	0.26	41	0.41	24	0.24	2.82
7	I feel that the company culture supports the implementation of sustainable living.			12	0.12	72	0.73	15	0.15	3.03
8	I feel supported by management in my efforts to implement sustainable living.			13	0.13	71	0.72	15	0.15	3.02
					Average					3.05

Source: Primary Data Analysis, 2024
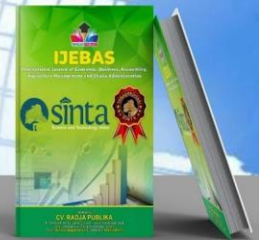
Table 4.3 Questionnaire Scores for Sustainable Living Culture Variable (Y)

No.	Question Items	STS (1)	(%)	TS (2)	(%)	S (3)	(%)	SS (4)	(%)	Mean
1	I understand the concept of sustainable living	4	0.04	14	0.14	41	0.41	40	0.40	3.18
2	I feel it is important to attend training or workshops on sustainable living.	7	0.07	15	0.15	44	0.44	33	0.33	3.04
3	I use public transportation or use a bicycle to reduce my environmental impact (Carbon Footprint)	7	0.07	33	0.33	33	0.33	26	0.26	2.79
4	I'm trying to reduce my use of single-use plastic.	8	0.08	32	0.32	31	0.31	28	0.28	2.80
5	I tend to buy local products to reduce my carbon footprint.	4	0.04	32	0.32	37	0.37	26	0.26	2.86
6	I am active in community activities that support environmental conservation.	9	0.09	30	0.30	31	0.31	29	0.29	2.81
7	I often follow movements that support sustainable living.	4	0.04	24	0.24	46	0.46	25	0.25	2.93
8	My environment supports sustainable living practices (for example, availability of recycling facilities, waste banks, access to public transportation)	10	0.10	23	0.23	95	0.96	21	0.21	4.29
9	I support the company's initiatives in promoting sustainable living.	3	0.03	29	0.29	46	0.46	21	0.21	2.86
10	I feel that the facilities in the company are adequate to support sustainable living.	6	0.06	21	0.21	48	0.48	24	0.24	2.91
								Average		3.03

Source: Primary Data Analysis, 2024

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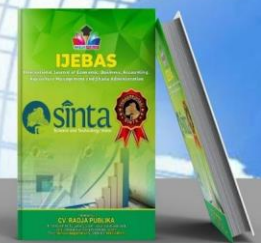[1]*Hilda Iriany,* [2]*Iskandarini,* [3]*Yeni Absah*

4.3 Validity and Reliability Test
4.3.1 Validity Test Results

The validity of the questionnaire is determined by comparing the values of r table and r count: the questionnaire is considered valid if r count is greater than r table, and vice versa.

Table 4.4 Results of Management Support Validity Test (X1)

No.	Question Items	R Count Perception	R Table	Information
1	Management provides physical facilities (such as work space, recycling bins, etc.) needed to support the implementation of sustainable living systems or programs.	.483	.3061	Valid
2	Management creates a work environment that supports collaboration and innovation in implementing sustainable living practices.	.399	.3061	Valid
3	Management provides ongoing training to employees on effective methods and practices in implementing a sustainable living culture in the work environment.	.405	.3061	Valid
4	Management organizes educational programs involving expert speakers to increase employee awareness about the importance of sustainable living and its impact on the environment.	.368	.3061	Valid
5	Management provides awards (such as certificates, bonuses, or other rewards) to employees who successfully implement sustainable living practices effectively in the workplace.	.524	.3061	Valid
6	Management encourages employees who excel in implementing sustainable living practices to share their experiences with their colleagues.	.749	.3061	Valid
7	Management provides constructive feedback to employees regarding their performance in implementing sustainable living practices and ways to improve them.	.365	.3061	Valid

8	Management monitors the performance of sustainable living systems or programs periodically and conducts evaluations to measure the effectiveness of their implementation.	.642	.3061	Valid

Source: Primary Data Analysis, 2024

Table 4.5 Results of Employee Mindset Validity Test (X2)

No.	Question Items	R Count Perception	R Table	Information
1	I understand the importance of sustainable living to protect the environment.	.688	.3061	Valid
2	I realized that my small actions can have a big impact on the environment.	.485	.3061	Valid
3	I am open to changes that support environmental sustainability.	.767	.3061	Valid
4	I feel that companies need to continue to innovate to achieve sustainability.	.643	.3061	Valid
5	I am committed to implementing sustainable living practices in the workplace.	.716	.3061	Valid
6	I'm always looking for ways to reduce my carbon footprint at work.	.708	.3061	Valid
7	I feel that the company culture supports the implementation of sustainable living.	.816	.3061	Valid
8	I feel supported by management in my efforts to implement sustainable living.	.390	.3061	Valid

Source: Primary Data Analysis, 2024

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No.	Question Items	r Count Perception	R Table	Information
	Table 4.6 Results of the Validity Test of Sustainable Living Culture (Y)			
1	I understand the concept of sustainable living	.563	.3061	Valid
2	I feel it is important to attend training or workshops on sustainable living.	.730	.3061	Valid
3	I use public transportation or use a bicycle to reduce my environmental impact (Carbon Footprint)	.752	.3061	Valid
4	I'm trying to reduce my use of single-use plastic.	.480	.3061	Valid
5	I tend to buy local products to reduce my carbon footprint.	.431	.3061	Valid
6	I am active in community activities that support environmental conservation.	.666	.3061	Valid
7	I often follow movements that support sustainable living.	.601	.3061	Valid
8	My environment supports sustainable living practices (for example, availability of recycling facilities, waste banks, access to public transportation)	.776	.3061	Valid
9	I support the company's initiatives in promoting sustainable living.	.738	.3061	Valid
10	I feel that the facilities in the company are adequate to support sustainable living.	.816	.3061	Valid

Source: Primary Data Analysis, 2024

4.3.2 Reliability Test
The following are the results of reliability testing for each variable in this study.

Table 4.7 Reliability Test

Questionnaire	Cronbach's Alpha	Information
Management Support	.757	Reliable
*Mindset*Employee	.814	Reliable
Sustainable Living Culture	.905	Reliable

Source: Primary Data Analysis, 2024

Based on the table above, all measured variables, namely management support, employee mindset, and sustainable living culture, have Cronbach's Alpha values above 0.7. Thus, it can be concluded that the questionnaire used in this study has a high level of reliability to measure each variable.

4.4 Classical Assumption Test
4.4.1 Normality Assumption Test

In this study, the normality test was conducted using the One-Sample Kolmogorov-Smirnov method. The results of the normality test are shown as follows:

Table 4.8 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		99
Normal Parametersa,b	Mean	.0000000
	Std. Deviation	49.40635105
Most Extreme Differences	Absolute	.065
	Positive	.041
	Negative	-.065
Test Statistics		.065
Asymp. Sig. (2-tailed)		.200c,d

Based on the test results *One-Sample Kolmogorov-Smirnov* shown in the table, a significance value of 0.200 is obtained, which is greater than 0.05. Therefore, it can be concluded that the data has a normal distribution.

4.4.2 Multicollinearity Test
Table 4.9 Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Management Support	.985	1,015
Employee Mindset	.985	1,015

a. Dependent Variable: Sustainable Living Culture

Based on the results of the multicollinearity test shown in the table, all independent variables, namely management support and *mindset* employeees, have a Tolerance value > 0.10 and a VIF value < 10. This shows that there is no multicollinearity between the independent variables in the regression model used.

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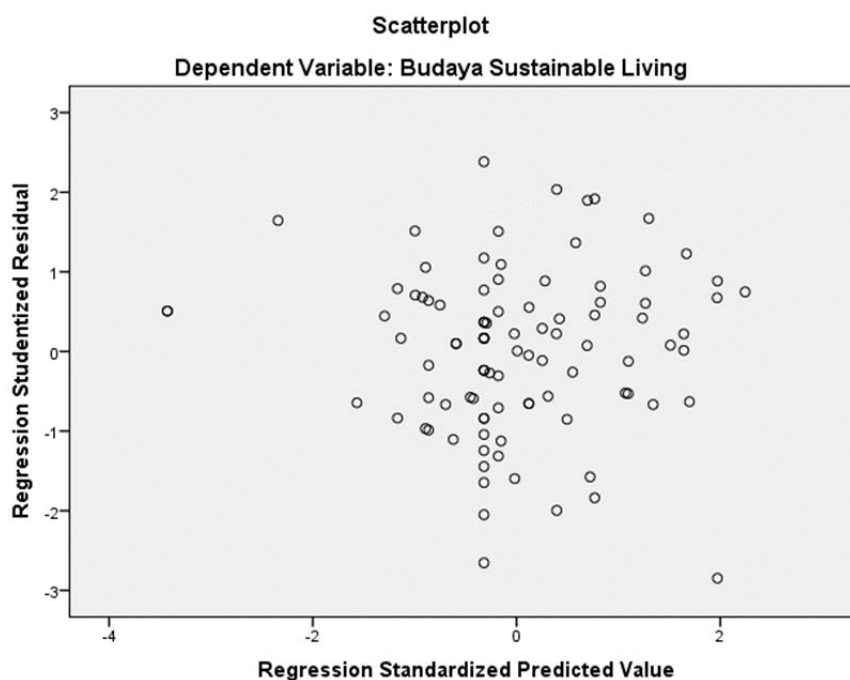
4.4.3 Heteroscedasticity Test

Figure 4.1 Heteroscedasticity Test Results

Graphic results*scatterplot*above shows that the points are randomly distributed above and below the number 0 on the Y axis. This indicates that there is no heteroscedasticity in the regression model used in this study.

4.5 Multiple Linear Regression Test
4.5.1 Test of Determination Coefficient (R2)
Table 4.10 Summary Model of Determination of Sustainable Living Culture

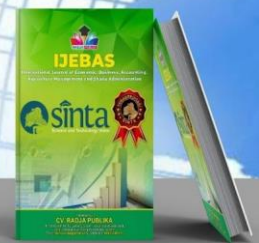| RR Square Adjusted Model		Std. Error of the Estimate R Square	
1 .775 a	.601	.592	19.96734

Source: Primary Data Analysis, 2024

Based on Table 4.10, the R value of 0.775 indicates a strong relationship between the independent variables and the dependent variable. The R Square value of 0.601 indicates that 60.1% of the sustainable living culture variable can be explained by the independent variables in this regression model, while the remaining 39.9% is influenced by other factors outside the model. The Adjusted R Square value of 0.592 strengthens the conclusion that this model is quite good at explaining the relationship between variables.

4.5.2 Simultaneous Test (F Test)
Table 4.11 F Test Results

Model	Sum of df Mean Square		F	Sig.	Squares
Regression 57657.970		2 28828.985	72.308	.000[b]	
Residuals 38274.684	96	398,695			
Total 95932.654	98				

Based on Table 4.11, the F test results show an F value of 72.308 with a significance (Sig.) of 0.000, which is smaller than 0.05. This indicates that the regression model used in this study is significant overall, or the independent variables together have a significant influence on the dependent variable.

4.5.3 Partial Test (T-Test)

Table 4.12 t-test

Model	Unstandardized B	Sig
(Constant)	35.804 .103	
Management Support .264 .000		
Mindset Employees .556 .000		

Management Support Variables: Sig. value for the Management Support variable is 0.000, which is smaller than 0.05. This shows that Management Support has a significant influence on the dependent variable.

Employee Mindset Variables: The Sig. value for the Employee Mindset variable is 0.000, which is also smaller than 0.05. This indicates that the Employee Mindset has a significant influence on the dependent variable. The multiple linear regression equation is as follows:

$$Y = 35.804 + 0.264X_1 + 0.556X_2$$

Where :

Y = Implementation of Culture *Sustainable Living*

a = Constant

X_1 = Management Support, X_2 = Employee Mindset

4.5.4 Managerial Implications

The results of the regression analysis show that the implementation of sustainable living culture in the PT PLN Nusantara Power environment is greatly influenced by management support and employee mindset. The implications of these results provide a number of strategic steps that can be taken by management to increase the success of implementing the culture:

1. **Improved Management Support**
   With a regression coefficient of 0.264, management support has a significant positive effect. Therefore, it is important for companies to increase management involvement and commitment to programs that support sustainable living.

2. **Strengthening Employee Mindset**
   Mindset employees have a greater influence with a regression coefficient of 0.556. This shows that changing employee mindsets towards being more proactive and environmentally conscious can have a significant impact on the implementation of a sustainable living culture.

3. **Use of Data as a Monitoring Tool**
   Companies can measure and monitor the effectiveness of the program regularly. This data is the basis for evaluating and improving future strategies.

4. **Cross-Department Collaboration**
   The results of the study indicate that collective contributions are essential. Management can form cross-functional teams to support sustainability initiatives so that implementation is more evenly distributed across the organization.

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5. **Strengthening Internal Communication**

To ensure that the sustainable living program runs effectively, management must build two-way communication with employees.

By implementing the strategic steps above, PT PLN Nusantara Power can be more successful in building a sustainable living culture that not only increases environmental awareness but also supports the company's overall performance.

5. CLOSING
5.1 Conclusion

Based on the results of the research analysis regarding the influence of management support and employee mindset on the culture of sustainable living at PT PLN Nusantara Power, the following conclusions can be drawn:

a. The management support variable is proven to have a significant influence on the implementation of sustainable living culture. This shows that the active role of management in providing support, either through policies, facilities, or leadership, directly drives the successful implementation of the culture.

b. The employee mindset variable also shows a significant influence on the culture of sustainable living. These results indicate that a positive employee mindset that is in line with the principles of sustainability is one of the important keys in creating a more environmentally friendly and sustainable work environment.

c. Simultaneously, both independent variables, namely management support and employee mindset, together have a significant influence on the culture of sustainable living. In other words, collaboration between supportive management and employees with a progressive mindset can strengthen the implementation of a culture of sustainability as a whole in the company.

5.2 Suggestions

a. **Optimizing Management Support**

PT PLN Nusantara Power is expected to further integrate sustainability programs into company policies through concrete support from management.

b. **Employee**

Employees can support a culture of sustainable living by reducing plastic, saving energy, and using environmentally friendly transportation. Through innovation and environmental awareness, a sustainable mindset can become part of the work culture.

c. **Next Researcher**

Other factors outside the model that can be the object of research are:

- The influence of smart technology (e.g. smart systems, IoT, new renewable energy technology) in supporting changes in employee behavior for a sustainable living culture
- Employee generations and demographics

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