

The Influence of Upskilling, Communication Capability and Digital Capability on Employee Performance with Innovation as an Intervening Variable at PT PLN (Persero) Pusmanpro

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Abstract

PT PLN (Persero) Project Management Center or called (PLN Pusmanpro) in carrying out its activities managing electricity project management, both power plant projects, transmission, substations and rehabilitation projects, opens opportunities for its employees to innovate in the fields of technology and information systems. The problems that arise in the implementation of the use of the Assignment Monitoring and Reporting System (SIMPP) are that the implementation of this application has been running since 2015 and is still using the old version, then there is no indicator that the use of SIMPP can provide work enthusiasm for employees, because the development of the use of information technology is rapidly changing and increasingly sophisticated, and the level of employee communication and innovation is still relatively poor because there are still limitations to the features in this SIMPP application. The purpose of this study was to determine the effect of upskilling, communication and digital capability on employee performance with innovation as an intervening variable. This study uses a quantitative method with primary data sources obtained from distributing questionnaires. The population of this study were all employees at PLN Pusmanpro. The selection of respondents was carried out using the saturated non-probability sampling method with a total of 126 respondents. The data analysis method uses descriptive analysis and SEM-PLS analysis. The results of the study indicate that the variables of upskilling, communication and digital capability have a positive and significant effect on employee performance through employee innovation at PT PLN Pusmanpro.

Keywords: *upskilling, communication, digital capability, innovation, employee performance*

INTRODUCTION

Rapid changes in the business environment require companies to be able to adapt and have high-quality human resources (Farisi 2020). Human resources play an important role in helping companies achieve their goals. One of the key elements in company management is human resources itself, so that the company can operate productively and optimally (Subramet al., 2022; Yulandri, 2020). Hustia (2020) stated that human resources are the main driver in every company activity, both large and small. Optimal performance can be achieved if the company can utilize human resources effectively (Fajar, 2020). Shahreki, (2019); Adhari (2021) explained that improving employee performance is very important to achieve organizational or company goals.

Significant improvement in employee performance will drive the development and progress of the company, so that it can compete in the industry both in production and services (Khairunisa 2020). Performance is basically the result of individual contributions to the company, both in the form of production and services provided. According to Fajar (2020), performance is influenced by interaction, ability, and motivation. Bassey & Tapang (2012), stated that human resource costs incurred in the form of remuneration, protection, and compensation, significantly affect the company's productivity. Meanwhile, Farisi (2020), stated that the quality of a company is highly dependent on the performance of its employees, where human resources are the main factor in the

success of the company in accordance with work standards. Meanwhile, Mujanah & Aini (2020) stated that working conditions and organizational culture have a significant effect on employee performance. Furthermore, Kusumiariono, Brahmasari, & Ardiana (2022) proved that knowledge sharing and teamwork have a significant effect on employee engagement and employee performance.

Farisi (2020) stated that one of the common problems faced by companies is low employee performance. Low employee performance reflects the company's failure to maximize the potential of human resources in accordance with the standards set to achieve company goals. Ustman (2020) explained that there are several factors that cause a decline in employee performance, one of which is the lack of proper appreciation, which results in a decrease in work enthusiasm. As a result, this decline in performance can make employee work results less than optimal and not in accordance with established standards or procedures.

Companies that are able to influence employee performance usually have good communication, innovation, digital skills, and a supportive work environment. According to Ahmad et al. (2019), human resource management is one of the main factors in a company's success. Aspects such as communication, innovation, digital skills, and skills development (upskilling) play a major role in helping companies achieve their goals. Chitra & Vanitha (2022) found that there is a positive correlation between job enrichment and work efficiency, which is influenced by the impact of digital on key work areas and skill enhancement.

Upskilling is a process that involves innovation and digital capabilities to deliver knowledge or skills electronically, as well as shaping attitudes and behaviors that make employees more skilled and able to carry out tasks in accordance with company procedures and standards (Elizar 2018). Gudermann (2010) stated that innovation, capabilities, and training are part of the workforce development process, which aims to improve the ability to think, act, and develop. Suweca (2022) added that the quality of human resources can be improved through efforts to expand employee knowledge and skills. Upskilling is seen as a form of training and efforts to improve employee capabilities. According to Esthi (2020), upskilling can be done through continuous innovation, which can foster employee curiosity and interest in continuing to learn. Elfi (2020) stated that upskilling helps employees understand and master the tasks they must complete, so that company goals can be achieved.

Companies also need to pay attention to various factors that can affect the achievement of their goals. Some things that need to be improved to achieve company goals are communication, innovation, and digital capabilities in employee performance in supporting company goals by utilizing information technology. Susariato & Heri (2023) stated that work success can be achieved through an individual approach to tasks and company support in improving employee competence. Training in the use of digital applications and thorough preparation are two important elements that support work effectiveness. Collaboration between companies and employees in this case is the key to maximizing the benefits of using digital technology. Company efficiency and effectiveness can decrease if there is a lack of discipline, poor communication, or if employees are not yet skilled in using digital technology.

In addition to employee digital capabilities, innovation factors are also very important. Osman et al. (2016) stated that innovation, whether in products, processes, technology, or organizations, affects employee performance. Awan & Javed (2015) revealed that the type of innovation has a positive impact on employee performance. Innovation is a process that involves the creation, combination, or maturation of ideas or knowledge to produce new value in products, processes, or services (Luecke, 2003). Khin & Ho (2019) showed that digital capabilities and digital orientation have a positive impact on digital innovation, and that digital innovation acts as a mediator in the influence of technology orientation and digital capabilities on financial and non-financial performance. The company's goal is to achieve predetermined targets, which requires employees to be responsible in carrying out their duties and there is effective innovation and communication among employees (Khairunisa 2020).

PT PLN (Persero) Project Management Center (PLN Pusmanpro) is one of the main project management units of PT PLN (Persero) which is part of the State-Owned Enterprise (BUMN) engaged in the field of electricity services which aims to realize harmonious relations between PLN and the community so that it will support the success of PLN's activities in providing electricity for the community. In this case, PLN Pusmanpro plays an active role in encouraging the availability of electricity through electricity project management services which aim corporately to improve the quality of life by using electricity throughout the day for household industries and the development of energy-independent villages. PLN Pusmanpro in carrying out its activities in managing electricity projects, including power plant, transmission, substation and rehabilitation projects, opens up opportunities for its employees to innovate in the fields of technology and information systems.

This opportunity was utilized by PLN Pusmanpro employees by creating a digital dashboard system program that provides assignment information, reporting and project progress data center for PLN Pusmanpro employees and management at the main office, implementation unit offices and at project locations spread throughout Indonesia. This application is called the Reporting and Assignment Monitoring System or abbreviated as SIMPP. Through this application, it greatly supports the company's performance because it can facilitate monitoring the progress of consultant assignments, reporting and monitoring project progress. This application has been used since 2015 until now. However, this SIMPP application is still internal in PLN Pusmanpro using an intranet system, so it is still limited to being used only by PLN Pusmanpro employees with intranet facilities. Reflecting on these conditions, management wants to try to develop this SIMPP application into a corporate application that can be used by all main units in PLN. The problems that arise in the implementation of the use of SIMPP are that the implementation of this application has been running since 2015 and is still using the old version, then there is no indicator that the use of SIMPP can provide work enthusiasm for employees, because the development of the use of information technology is rapidly changing (more sophisticated), and the level of employee communication and innovation is still relatively poor because there are still limitations in the features in this SIMPP application. This study was conducted to fill this gap, and create a model with innovation as a mediating variable, which has not been widely studied in the field of electricity project management services.

The explanation above shows some gaps that need to be noted. The gaps are seen from previous studies that only focus on certain variables without considering other indicators that can also affect employee performance, so the study is considered incomplete. Another gap is the limited literature that discusses upskilling as a process of improving employee skills in using this SIMPP application in supporting improved employee performance and company performance.

This study aims to determine the effect of upskilling, communication and digital capability on employee performance. with innovation as an intervening variable. Based on the available literature, the following hypotheses are developed:

1. Upskilling has a significant influence on innovation in applying SIMPP at PLN Pusmanpro.
2. Upskilling has a significant effect on employee performance in applying SIMPP at PLN Pusmanpro.
3. Upskilling has a significant effect on employee performance in mediating innovation in applying SIMPP at PLN Pusmanpro.
4. Communication has a significant influence on innovation in applying SIMPP at PLN Pusmanpro.
5. Communication has a significant influence on employee performance in applying SIMPP at PLN Pusmanpro.

6. Communication has a significant influence on employee performance in mediating innovation in applying SIMPP at PLN Pusmanpro.
7. Digital capability has a significant influence on innovation in applying SIMPP at PLN Pusmanpro.
8. Digital capability has a significant influence on employee performance in implementing SIMPP at PLN Pusmanpro.
9. Digital capability has a significant effect on employee performance in innovation mediation in applying SIMPP at PLN Pusmanpro.
10. Innovation has a significant influence on employee performance in applying SIMPP at PLN Pusmanpro.

A research framework that describes the relationship between research variables can be built based on the problems and literature review shown in Figure 1.

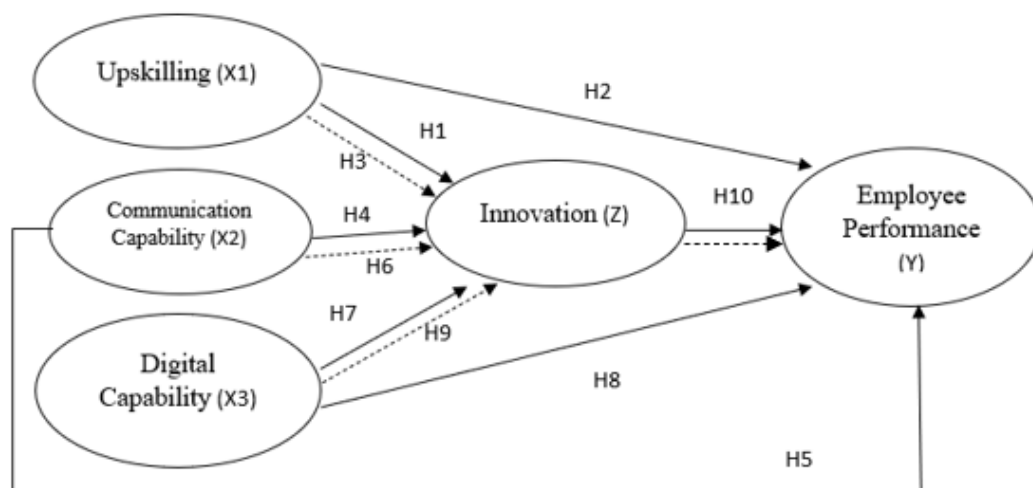


Figure 1. Research Concept Framework

RESEARCH METHOD

This research is a causal research. The population of this study was all employees at PLN Pusmanpro, which was 126 employees. Using the saturated sampling method, which is included in non-probability sampling. The analysis technique used SEM (Structural Equation Modeling) with the help of Warp PLS (Warp Partial Least Square) software.

The data source in this study is primary data., obtained from questionnaire responses. Data were collected by providing several statements in the questionnaire and about their demographic factors, perception of responses using a 5-level Likert scale with a score interval of 1 (strongly disagree) to 5 (strongly agree), then descriptive statistical analysis and hypothesis testing were carried out (Kyriazos & Stalikas, 2018).

After testing the instrument, a measurement model was conducted, namely the outer model and inner model tests. The Goodness of fit overall model test was conducted to see the structural model and measurement model in an integrated manner. Finally, a hypothesis test was conducted.

RESULTS AND DISCUSSIONS

Description of respondents including gender, age, education level, and marital status is shown in Table 1 as follows:

Table 1. Characteristics of respondents (N = 126)

Characteristics		Frequency	Percentage (%)
Gender	Male	87	69.0
	Female	39	31.0
Age	21-30 years	1	0.8
	31-40 years	100	79.3
	41-50 years	16	12.7
	> 51 years	9	7.2
Education Level	Diploma	39	30.9
	Bachelor	78	61.9
	Master	9	7.2
Length of work	< 5 years	1	0.8
	6-10 years	18	14.3
	11-15 years	76	60.3
	16 - 20 years	21	16.7
	> 20 years	10	7.9

Descriptive data analysis of 126 respondents showed that: the gender of respondents was dominated by men as many as 87 people (69.0%). The characteristics of respondents based on age, dominated by the age range of 31-40 years as many as 100 people (79.3%), the education level of the majority of respondents was a bachelor's degree reaching 78 people (61.9%), while the length of work of the majority of respondents was in the range of 11-15 years as many as 76 people (60.3%).

The goodness of fit model is analyzed from the value of Average Path Coefficient (APC), Average R Squared (ARS), Average adjusted R-squared (AARS) and Average Variance Inflation Factor (AVIF). Table 2 shows the results of the analysis where AVIF and APC indicate the multicollinearity of independent variables and their relationships. The data from this evaluation informs that the model is acceptable.

Table 2. Goodness of fit model

Results	P-Value	Criteria	Description
Average path coefficient	0.342	> 0.001	Supported
Average R-squared	0.772	> 0.001	Supported
Average adjusted R-squared	0.766	> 0.001	Supported
Average block VIF	3.906	< 5,000	Supported

Source: WarpPLS Output

Research Variable Validity Test

Discriminant validity is indicated by the AVE,s (square roots of average variance extracted) value, where the AVE,s value is in the diagonal position in the correlations among latent variables output of WarpPLS, and the expected value is greater than the correlation value in the same block. Based on Table3, the value in the diagonal block is greater than the value in the same block. Thus, all variables meet the discriminant validity criteria.

Table 3. Correlations among latent variables

Variable	Upskill	Comm_Ca	Digi_Cu	Innovation	Emp_Per
Upskill	0.620	0.446	0.493	0.453	0.513
Comm_Ca	0.446	0.744	0.667	0.483	0.430
Digi_Cu	0.493	0.667	0.739	0.479	0.314
Innovation	0.453	0.483	0.479	0.670	0.459
Emp_Per	0.513	0.430	0.314	0.459	0.644

Source: WarpPLS Output

Reliability Test of Research Variables

Reliability test The research variables are measured using two criteria, namely composite reliability and Cronbach's alpha.

Table 4. Reliability Test Results

Cut Off Value		Upskill	Comm_Ca	Digi_Cu	Innovation	Emp_Per	Notes
Cronbach's Alpha	> 0.6	0.773	0.792	0.817	0.896	0.729	All meet the requirements
Composite Reliability	> 0.7	0.732	0.787	0.826	0.708	0.738	

Source: WarpPLS Output

Table 4. shows that the cronbach alpha value of each variable is greater than 0.6. Also, the composite reliability value is greater than 0.7. Therefore, all constructs have met the requirements.

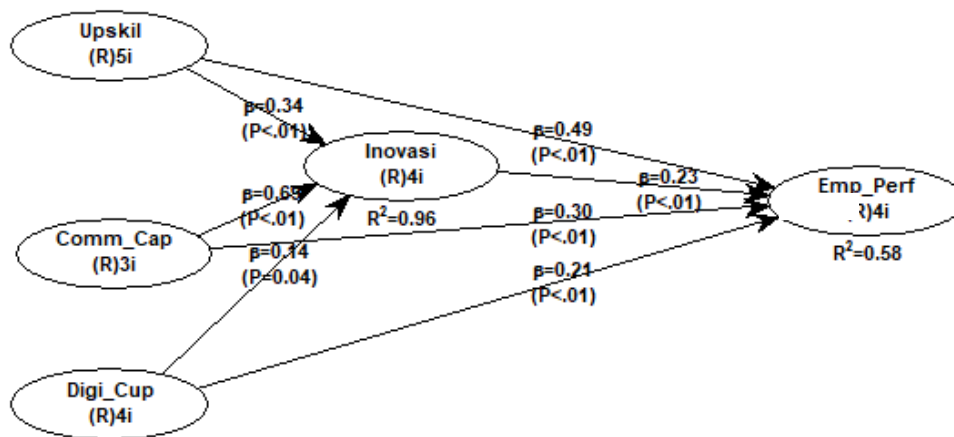


Figure 2. Path coefficient of research model

Hypothesis testing

Hypothesis testing is carried out based on the estimated significance values of the research model parameters as shown in Table 5.

Table 5. Hypothesis Testing

H	Relationship	Standardized Coefficient	P_value	Decision
H1	Upskilling → Innovation	0.338	0.004	Significant
H2	Upskilling → Employee performance	0.493	0.000	Significant
H3	Upskilling → Innovation → Employee performance	0.078	0.045	Significant
H4	Communication Capability → Innovation	0.689	0.000	Significant
H5	Communication Capability → Employee performance	0.297	0.000	Significant.
H6	Communication Capability → Innovation → Employee performance	0.160	0.002	Significant
H7	Digital Capability → Innovation	0.135	0.023	Significant
H8	Digital Capability → Employee performance	0.212	0.004	Significant
H9	Digital Capability → Innovation → Employee performance	0.031	0.293	Not Significant
H10	Innovation → Employee performance	0.232	0.002	Significant

Source: WarpPLS Output

Discussion

1. Upskilling has a significant effect on Innovation in applying SIMPP to PLN Pusmanpro employees.

The findings of this study inform that Upskilling has a significant effect on Innovation. Thus, Upskilling provides reinforcement for Innovation, this evidence shows that Upskilling for PLN Pusmanpro employees according to respondents is good. This is reflected in the respondents' answers which state that PLN Pusmanpro management always identifies skill needs before upskilling is held, PLN Pusmanpro management determines personnel who need skill improvement. Even PLN Pusmanpro management designs training designs that are most needed by employees, and PLN Pusmanpro management implements the most relevant training programs.

Upskilling is a term that refers to the process of improving a person's skills and knowledge in a particular field or in various fields that are relevant to future work or career. Upskilling can be done in various ways, such as taking training, courses, certification, reading books or articles, and participating in development projects or programs that are relevant to the desired field of work or career. Upskilling is often used to update work skills and knowledge to remain relevant and continue to develop in line with technological developments and changing job market demands. Meanwhile, in the business world, upskilling is very important because it can help employees to continue to develop and improve their skills, which in turn can increase the productivity and efficiency of the company. Everyone definitely wants to have abilities that continue to develop. That way, they can achieve a brilliant career. Likewise with companies that want to prepare quality employees to be able to face future business challenges.

This study confirms Mgiba's statement (2019) which states that improving existing skills or learning new skills and increasing knowledge will be beneficial for individuals to succeed in the job description being carried out or being transferred to a new position. In addition, reskilling and upskilling can help sales and marketing personnel to pay more attention to customers and the market, be more agile and be more flexible in dealing with change. This study is in accordance with the findings of Mahdia (2024) which states that the importance of balancing training programs with evolving skill needs, facilitates early job placement and career advancement. Isman et al. (2024) that upskilling training is effective in improving the competence of associate trainers so that they can meet

the demand for training services from clients with high satisfaction results.

2. Upskilling has a significant effect on Employee Performance in applying SIMPP to PLN Pusmanpro employees.

The findings of this study inform that Upskilling has a significant influence on employee performance. Thus, Upskilling provides reinforcement for Employee Performance, this evidence shows that Upskilling. According to respondents, PLN Pusmanpro employees are already good. This is reflected in the respondents' answers which state that PLN Pusmanpro management tries to create flexible training programs in terms of time, and PLN Pusmanpro management tries to create flexible training programs in terms of the needs of each employee, and also carries out upskilling.

3. Upskilling has a significant effect on Employee Performance in the mediation of Innovation in applying SIMPP to PLN Pusmanpro employees.

The findings of this study inform that Upskilling has a significant effect on Employee Performance in Innovation mediation. Thus, Upskilling provides reinforcement to Employee Performance. Employees through Innovation. This informs that Innovation is a variable that allows companies to show they care about their employees' careers and future, to ensure their skills do not decline. By adopting retraining and upskilling in the workplace, it will increase motivation, enhance employee experience, and drive higher levels of loyalty. Companies can conduct technical and soft skill training to improve their ability to work under work pressure and build strong relationships with coworkers. Moreover, learning different skills brings opportunities for the organization as well as employees to perform better.

The results of this study confirm Coleman's (2017) statement that agile leaders are communicative, intellectual, receptive to change, willing to take advantage of other people's experiences and able to determine when traditional methods can no longer withstand the test of competitive strength. The results of this study are in accordance with the findings of Indrasari & Pamuji (2023) which highlight the importance of strategically integrating AI and implementing proactive initiatives that enable employees to adopt technology easily. In addition, Indrasari & Pamuji, underline the importance of organizational culture in fostering a growth mindset that allows AI to drive good individual and collective intervening achievements, on the relationship between Upskilling and employee performance. Thus, improving employee performance can be done through increasing upskilling and innovation.

4. Communication capability has a significant influence on innovation to PLN Pusmanpro employees.

The findings of this study inform that Communication capability has a significant effect on Innovation, thus that Communication capability provides reinforcement for Innovation. This evidence shows that Communication capability in PLN Pusmanpro employees according to respondents is good. This is reflected in the respondents' answers which state that respondents know the knowledge of employees in their respective fields concerning tasks and responsibilities in working, know knowledge related to regulations, procedures, new techniques in the company. Even respondents have the ability to communicate well both verbally and in writing.

Communication skills are skills in the process of delivering information containing messages, ideas, thoughts from one party (communicator) to another party (communicant). The process of delivering information is done with symbols, either in the form of numbers or words directly or indirectly. While communication is the process of delivering messages by one person to another to inform or change attitudes, opinions, and behavior, either directly or verbally, or indirectly through mass media (Effendy, 2011).

This study, in accordance with the findings of Wahyudi & Assegaff (2011) which showed that capability has a positive and significant effect on organizational learning. Communication quality has

a positive and significant effect on organizational learning. Capability has a positive and significant effect on employee performance. Communication quality has a positive and significant effect on employee performance and organizational learning has a positive and significant effect on employee performance.

5. Communication capability has a significant influence on employee performance to PLN Pusmanpro employees.

The findings of this study inform that Communication capability has a significant effect on Employee Performance. Thus, Communication capability provides reinforcement to Employee Performance. This evidence shows that Communication capability in PLN Pusmanpro employees according to respondents in terms of its relationship with Employee Performance is good. This is reflected in the respondents' answers which state that employees have the ability to be creative in working, and have good planning and organizing skills.

This study confirms the statement of Yosol Iriantara & Usep Syaripudi (2016) which states that communication can be explained as a process of delivering messages/information from the sender of the message (communicator) to the recipient of the message (communicant) with a specific intent or purpose. The opinion on communication skills was conveyed by Purwanto (2006) who stated that communication skills are the level of skill in delivering messages by someone to others to inform and change attitudes, opinions or behavior as a whole, either directly verbally or indirectly. This study, in accordance with the findings of Saragih (2023) concluded that increasing communication and competence among employees significantly increases innovation and subsequently improves employee performance. These findings underscore the need for targeted training programs and a supportive work environment to facilitate effective communication and ongoing skills development.

6. Communication capability has a significant effect on Employee Performance in the mediation of Innovation in PLN Pusmanpro employees.

The findings of this study inform that Communication capability has a significant effect on Employee Performance in the mediation of Innovation. Thus, Communication capability provides reinforcement to Employee Performance through Innovation. This informs that Innovation is a good intervening variable in the relationship between Communication capability and Employee Performance. Thus, to improve employee performance can be done through increasing Communication capability and innovation.

7. Digital Capability has a significant effect on innovation among PLN Pusmanpro employees.

The findings of this study inform that Digital Capability has a significant effect on Innovation, thus Digital Capability provides reinforcement for Innovation. This evidence shows that Digital Capability in PLN Pusmanpro employees according to respondents is good. This is reflected in the respondents' answers stating that employees have the ability to obtain digital technology, and have the ability to use digital technology in carrying out their duties.

Digital Capability is the technological capability of a company to develop and formulate related products and processes (Khin & Ho, 2019). Digital capability is part of an organizational strategy, where the organizational strategy itself is the increasing formulation of strategies and execution by utilizing digital assets (Bharadwaj et al., 2013). The combination of practice and IT implies that digital technology is no longer just functional as a resource but more than that, digital technology is a driver of significant strategic change (Yoo et al., 2010). Thus, the relationship between IT and business strategy is reciprocal and coevolutionary (Benbya & McKelvey, 2006; Peppard, Galliers, & Thorogood, 2014).

This study, in accordance with the findings of Sugiarto & Wahyuningtyas (2023), states that based on the results of the study from two stages of analysis, namely descriptive analysis of digital culture variables and digital attitude variables. With the results of the observations that have been

made, namely employees have the potential capabilities that support the transformation process to face industry 4.0 opportunities. Susanto (2023) shows that the variables of knowledge sharing and individual innovation capabilities have an effect on work motivation,

8. Digital Capability has a significant influence on Employee Performance of PLN Pusmanpro employees.

The findings of this study inform that Digital Capability has a significant effect on Employee Performance. Thus, Digital Capability provides reinforcement to Employee Performance. This evidence shows that Digital Capability in PLN Pusmanpro employees according to respondents is good. This is reflected in the respondents' answers stating that PLN Pusmanpro has the ability to develop products using digital technology, and has the ability to develop innovation using digital technology.

Digital innovation has become disruptive in various sectors such as media, mobile communications and the financial industry (Mallat et al., 2004). In these industries, digitalization affects not only the products and services produced, but also strategic dimensions such as scope, scale, speed and sources of value creation. The most important change in terms of speed is a shift from slow periodic transformation of an architecture to a pulse variation that is always moving in a continuous process of incremental change.

This study is in accordance with the findings of Prasetya (2024) which shows that innovation capability has a significant effect on innovation performance. The adoption of social media has been shown to have a significant positive effect on innovation performance. Ningsih et al. (2024) stated that business digitalization significantly improves company performance by facilitating knowledge creation, collaboration, and operational efficiency. Organizational learning has a significant positive effect on company performance, improving decision making, encouraging innovation, and enabling successful adaptation. Likewise, innovation capability positively affects company performance by encouraging new product development.

9. Digital capability has a significant effect on Employee Performance in the mediation of Innovation in PLN Pusmanpro employees.

The findings of this study inform that Digital capability has no significant effect on Employee Performance in the mediation of Innovation. Thus, Digital capability does not provide reinforcement to Employee Performance through Innovation. This informs that Innovation is a less good intervening variable in the relationship between Digital capability and Employee Performance. For this reason, it is necessary to try to increase innovation first, so that efforts to improve employee performance can be carried out through increasing Digital capability and innovation.

10. Innovation has a significant influence on Employee Performance at PLN Pusmanpro employees.

The findings of this study inform that Innovation has a significant effect on Employee Performance, thus that Innovation provides reinforcement to Employee Performance. This evidence shows that Innovation in PLN Pusmanpro employees according to respondents is good. This is reflected in the respondents' answers stating that employees are encouraged to seek support in realizing new innovation ideas that they have produced, and can realize new innovation ideas that they have produced. Even employees are able to search for, find and solve problems that may occur.

Innovation is the ability to apply creativity in order to solve problems and opportunities to improve or enrich life (Zimmerer; Suryana, 2014). Innovation is a process to realize, combine, or mature a knowledge/idea, which is then adjusted to obtain new value for a product, process, or service (Luecke, 2003).

The results of this study confirm the statement of Harvard's Theodore Levitt (1980); Suryana (2014) who stated that innovation is the ability to apply creative solutions to existing problems and

opportunities to further prosper people's lives. So innovation is doing something new. This study, in accordance with the findings of Dama & Ogi (2018) shows that Innovation and Creativity have a significant effect on Employee Performance. Hamali (2014) shows that innovation has a significant and positive effect on business performance. Indrajita et al. (2021) shows that creativity and innovation have a positive and significant effect on employee performance.

CONCLUSION

The findings of this study indicate that the variables of upskilling, communication and digital capability have a positive and significant effect on employee performance through employee innovation at PT PLN (Persero) Project Management Center. For further research, it is necessary to expand the scope of the research, by adding variables other than those in this study, especially the employee innovation variable that mediates between upskilling, communication and digital capability on employee performance.

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