

ANALYSIS OF THE EFFECT OF COMPETENCE AND ACHIEVEMENT OF KPI TARGETS ON EMPLOYEE PERFORMANCE AT PT BANK MEGA SYARIAH BANDAR LAMPUNG BRANCH OFFICE

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ABSTRACT

This study aims to determine the effect of Competence on Employee Performance, KPI Achievement Target on Employee Performance, and Competence and KPI Achievement Target on Employee Performance at Bank Mega Syariah Bandar Lampung Branch Office. This research is quantitative descriptive. The population in this study were all employees of Bank Mega Syariah Branch Office Bandar Lampung. The sample of this study amounted to 30 which were determined using the saturated sampling technique. The data collection technique used is the distribution of questionnaires, document recording, and interviews, then the data were analyzed using multiple linear regression analysis. The results of the study indicate that Competence partially affects employee performance, KPI Achievement Target partially affects employee performance, and Competence and KPI Achievement Target simultaneously affect employee performance at Bank Mega Syariah KC Bandar Lampung.

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1. INTRODUCTION

Performance is measured to determine the extent to which goals are realized so that management can act quickly to make decisions if the realization of performance is not in accordance with the plan. The benefits of performance measurement can be felt in the long term because the business environment changes dynamically. By knowing the results of performance measurement, the nodes causing the low performance can be identified so that they can be corrected immediately, either due to delays or irregularities. Performance measures are reflected in Key Performance Indicators (KPI). *Key Performance Indicators* (KPI) or also often called Key Success Indicators is a way for a company or organization to determine the extent to which the company or organization has made progress in achieving its goals.

Determining KPI is one way that must be done. There are various aspects in the implementation of tasks whose progress can be seen with KPI, one of which is to determine the Key Performance Indicators of employees. Employee KPI is an assessment of employee work results that is carried out as a way to help each employee know what they have been and are doing as well as what developments and training they need in order to grow. A KPI must be structured according to specific, clear, and depot measurable performance indicators. The determination of KPIs must also be done in detail and explicitly so that every detail to be measured becomes clear.

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Key Performance Indicators (KPI) is an important navigation tool used by managers to understand whether their company is on the way to success or is off the road to success.[1]. Key Performance Indicator (KPI) is a scalable and quantitative measure used to evaluate an organization's performance in order to achieve organizational targets[2]. KPIs are also used to set measurable objectives, see trends, and support decision making. The right indicators will show performance and highlight areas that need attention. what is measured can be solved and if it can't measure it, then the company can't manage it. Key Performance Indicator (KPI) is a measurement that assesses how an organization is executing its strategic vision[2]The strategic vision in question refers to how the organization's strategy is interactively integrated into the overall organizational strategy. The rapid developments that occur in the sharia-based banking business have resulted in increased competitiveness of Islamic banking institutions and made the competition more intense among sharia-based banks, as well as with Bank Mega Syariah Lampung Branch Office which until now continues to strive to formulate and perfect its business strategy in order to win the competition. The company strives to pay attention to the creation and maintenance of competitive advantage through human resource management with employee performance in banking. To achieve high performance, employees who have the ability and skills are always needed to create a productive and competitive workforce.

2. METHOD

In this study, the researcher used this type of quantitative research. Quantitative research is research by obtaining data in the form of numbers or qualitative data that is numbered[3]. In this study, the authors use associative research or research based on relationships that aim to determine the relationship between two or more variables and this research has a causal relationship. A causal relationship is a causal relationship, namely the independent variable and the dependent variable.

The population is the entire group of people, events, or things that the researcher wants to investigate. So the population is not only people, but also objects and objects or subjects studied, but includes all the characteristics or properties possessed by the subject or object. The population of this study were all employees of PT. Bank Mega Syariah KCLampung, which amounted to 30 people. The sample is a small group that is observed and is part of the population so that the nature and characteristics of the population are also owned by the sample. The sample is also defined as part of the number and characteristics possessed by the population, the sample taken from the population must be truly representative.[3]. Sample size is the number of samples to be taken from a population.

In this study, the sampling technique used is non-probability sampling with a saturated sampling technique (census). Saturated sampling technique is a sampling technique when all members of the population are used as samples. Therefore, the author chose a sample using a saturated sampling technique because the population is relatively small, so the sample used in this study amounted to 30 people.

Variables are everything in any form determined by the researcher to be studied so that information is obtained about it, then conclusions are drawn. There are 2 variables contained in this study, namely the independent variable, namely Competence (X1) and KPI Achievement Target (X2) and the dependent variable is Employee performance (Y).

Techniques in data collection are Library Research and field research through surveys by distributing questionnaires to respondents.

3. RESULT AND DISCUSSION

3.1 Description of Research Variables

Employee Competence

The results of the answers to the questionnaire regarding the competencies given to 30 employees of PT Bank Mega Syariah KC Bandar Lampung are as follows:

Table 1. Results of Respondents' Answers on Competence

No.	Statement	Answer									
		SS (5)		S(4)		KS (3)		TS (2)		STS (1)	
		F	%	F	%	F	%	F	%	F	%
Personal character (traits)											
1	I can work independently.	11	36.7	8	26.7	7	23.3	4	13.3	-	-
2	I have a good understanding of my job.	2	6.7	13	21.3	13	13.3	2	6.7	-	-
3	I have good communication skills with co-workers.	9	30	8	26.7	9	30	4	13.3	-	-
Customer Perspective (Customer Perspective)											
4	I am a smart person at work.	10	33.3	10	33.3	8	26.7	2	6.7	-	-
5	I believe that everyone has the opportunity to succeed.	-	-	15	50	12	40	3	10	-	-
6	In deciding something, I am not easily influenced by anything.	2	6.7	15	30	11	36.7	2	6.7	-	-
Process Perspective (Internal Process)											
7	My knowledge is increasing as I work in this field.	11	36.7	8	26.7	7	23.3	4	13.3	-	-
8	The knowledge I have affects my level of success at work.	9	30	8	26.7	9	30	4	13.3	-	-
9	I already have sufficient knowledge to carry out the work	2	6.7	15	50	11	36.7	2	6.7	-	-
Skills											
10	I am able to operate a computer, printer, etc.	2	6.7	13	43.3	13	13.3	2	6.7	-	-
11	I can give good ideas at work	2	13.3	11	36.7	16	46.7	1	3.3	-	-
12	I am able to solve problems that occur at work.	9	30	8	26.7	9	30	4	13.3	-	-
Work motivation (motives)											
13	Commissions and allowances are my motivation to work in this company.	10	33.3	10	33.3	8	26.7	2	6.7	-	-
14	The target to be achieved gives me a good boost at work	2	6.7	17	56.7	9	30	3	10	-	-
15	I want to prove my worth against the company and family.	2	6.7	13	43.3	13	43.3	2	6.7	-	-
16	Office conditions and co-workers make me excited at work.	6	20	17	56.7	12	40	5	16.7	-	-

Source: The results of the data processed in 2021

Table 1 explains that of the 16 statements submitted to 30 respondents regarding Competence, it was found that question no. 16 "Office conditions and co-workers make me excited

at work" obtained the most accumulated answers Strongly Agree (SS) and Agree (S) as many as 23 answers or 86.7% of 30 respondents. This shows that most employees are satisfied with the conditions of the office and co-workers who are able to make them excited at work. Statement no. 11 about, "I can come up with good ideas at work." obtained the accumulation of answers Strongly Agree (SS) and Agree at least as many as 13 answers or 50% of 30 respondents, which means that some employees of PT Bank Mega Syariah are still not able to give good ideas at work.

KPI Achievement Target

The results of the answers to the questionnaire regarding the KPI Achievement Target given to 30 employees of PT Bank Mega Syariah KC Bandar Lampung are as follows:

Table 2 Results of Respondents' Answers on KPI Achievement Targets

No.	Statement	Answer									
		SS (5)		S(4)		KS (3)		TS (2)		STS (1)	
		F	%	F	%	F	%	F	%	F	%
Financial Perspective											
1	The company always sets profit and revenue targets periodically.	-	-	13	43.3	15	30	2	6.7	-	-
2	The company always carries out its operations at the most efficient cost	7	23.3	14	46.7	9	30	-	-	-	-
3	The company's revenue has increased every year.	-	-	15	30	12	40	3	10	-	-
4	The allocation of working capital is always as expected.	2	6.7	17	56.7	9	30	2	6.7	-	-
Customer Perspective (Customer Perspective)											
5	The company is able to resolve customer complaints properly.	10	33.3	10	33.3	8	26.7	2	6.7	-	-
6	The company provides easy access to information about the services offered.	4	13.3	11	36.7	14	46.7	1	3.3	-	-
7	The company has standard pricing for the services offered.	-	-	20	66.7	9	30	1	3.3	-	-
8	The company has a variety of services offered to its customers.	-	-	12	46.7	16	46.7	2	6.7	-	-
Process Perspective (Internal Process)											
9	The company conducts research and development activities before marketing products to customers.	2	6.7	17	56.7	9	30	2	6.7	-	-
10	The company always adapts its operating processes to new technologies.	11	36.7	8	26.7	7	22.2	4	13.3	-	-
11	Operational activities are in accordance with the target cost, time and quality.	2	6.7	19	63.3	8	26.7	1	3.3	-	-
12	The company conducts evaluation and continuous improvement in operations to improve service quality.	9	30	9	30	8	26.7	4	13.3	-	-

Work motivation (motives)

13	The company always pays attention and provides facilities to support the work of each employee.	-	-	20	66.7	9	30	1	3.3	-	-
14	The compensation program is provided to support the appreciation of outstanding employees.	11	36.7	9	30	7	23.3	4	13.3	-	-
15	Employees are given easy access to the information they need.	1	36.7	8	26.7	7	23.3	4	13.3	-	-
16	The company provides training and education.	4	13.3	19	63.3	2	6.7	1	3.3	-	-

Source: The results of the data processed in 2021

Table 2 explains that of the 16 statements submitted to 30 respondents regarding Competence, it was found that statement no. 16 "Companies provide training and education" obtained the most accumulated answers Strongly Agree (SS) and Agree (S) as many as 23 answers or 76.6% of 30 respondents. This shows that most employees are satisfied with the company that has provided training and education for its employees in order to improve their performance. Statement no. 8 concerning, "Companies have a variety of services offered to their customers." obtain accumulated answers Strongly Agree (SS) and Agree at least as many as 12 answers 40 or % of 30 respondents,

Employee Performance

The results of the answers to the questionnaire regarding employee performance given to 30 employees of PT Bank Mega Syariah KC Bandar Lampung are as follows:

Table 3 Results of Respondents' Answers on Employee Performance

No.	Statement	Answer									
		SS (5)		S(4)		KS (3)		TS (2)		STS (1)	
		F	%	F	%	F	%	F	%	F	%
Quality											
1	I am meticulous in minimizing errors at work.	10	33.3	10	33.3	8	26.7	2	6.7	-	-
2	I can meet the requirements or work standards set by the agency.	-	-	16	53.3	12	40	2	6.7	-	-
3	I always maintain the tidiness of my work.	2	6.7	17	56.7	9	30	2	6.7	-	-
4	I always prioritize accuracy in my work.	11	36.7	8	26.7	7	23.3	4	13.3	-	-
Quantity											
5	I always set targets at work.	9	30	8	26.7	9	30	4	13.3	-	-
6	I can fulfill the workload that has been set by the leadership.	2	6.7	17	56.7	9	30	2	6.7	-	-
7	I can exceed the volume of work that has been set by the leadership.	-	-	13	43.3	15	50	2	6.7	-	-
8	I work always guided by targets that must be met or completed.	4	13.3	11	36.7	14	46.7	1	3.3	-	-
Efficiency											

9	In completing my work, I am supported by adequate tools and equipment as well as technology.	10	33.3	10	33.3	8	26.6	2	6.7		
10	I create or arrange work schedules to get work done.	11	36.7	8	26.7	7	23.3	4	13.3	-	-
11	I take advantage of the facilities and infrastructure provided according to their function.	2	6.7	18	63.3	9	26.6	1	3.3	-	-
12	Tools or facilities can help support completing the tasks assigned to employees	9	30	9	30	8	26.6	4	13.3	-	-
Effectiveness											
13	I use the available time as optimally as possible in carrying out the task.	-	-	20	66.7	9	30	1	3.3	-	-
14	I carry out work according to standard work procedures that have been set by the agency.	2	6.7	13	43.3	13	43.3	2	6.7	-	-
15	I have a time limit in completing a task/work.	1	36.7	8	26.7	7	23.3	4	13.3	-	-
16	I do good cooperation to produce high work effectiveness.	2	6.7	19	63.3	8	26.6	1	3.3	-	-

Source: The results of the data processed in 2021

Table 3 explains that of the 16 questions asked to 30 respondents regarding employee performance, it was found that question no. 16 "I do good cooperation to produce high work effectiveness." obtained the most Agree (S) answers as many as 23 answers or 76.7% of 30 respondents This shows that most of them have done good cooperation among fellow employees to be able to produce high work effectiveness. Statement no. 7 about, "I can exceed the volume of work that has been set by the leadership." obtained the accumulation of answers Strongly Agree (SS) at least as many as 13 answers or 43.3% of 30 respondents, which means that some employees of PT Bank Mega Syariah KC Bandar Lampung are still unable to work beyond the volume of work that has been set by the leadership.

Multiple Linear Regression Analysis Test Results

This study uses more than one variable as an indicator, namely Competence (X1), KPI Achievement Target (X2) and Employee Performance (Y). The multiple linear regression test was carried out using the SPSS 20 program.

The results of the multiple linear regression test are as follows:

Table 4 Multiple Linear Regression Test Results

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	
	B	Std. Error				
(Constant)	2,508	2,682		0.935	0.358	
1	Competence	0.536	0.092	0.612	5,802	0.000
	KPI Achievement Target	0.420	0.116	0.384	3,637	0.001

Source: The results of the data processed in 2021

Based on table 4 shows the results of multiple linear regression calculations using SPSS as follows: constant $a = 2.508$ coefficient $b_1 = 0.536$, and $b_2 = 0.420$ so that the regression equation is:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 2.508 + 0.536X_1 + 0.420X_2$$

Information:
 Y = Employee performance
 a = Constant
 b = Regression Coefficient
 X_1 = Competence
 X_2 = KPI Achievement Target

The regression equation above can be explained as follows:

- 1) The constant a of 2.508 indicates that each state of employee performance at PT Bank Mega Syariah KC Bandar Lampung is 2.508 if the Competence and KPI Achievement Target is worth = 0.
- 2) The regression coefficient for $X_1 = 0.536$ indicates that for each additional competency of one unit, it will increase employee performance at PT Bank Mega Syariah KC Bandar Lampung by 0.536 units.
- 3) The regression coefficient for $X_2 = 0.420$ states that each additional KPI Achievement Target is one unit, it will increase employee performance at PT Bank Mega Syariah KC Bandar Lampung by 0.420 units.

The results of the determination coefficient test for R (R-square) are as follows:

Table 5 Test Results for the Coefficient of Determination of R

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.979a	0.959	0.956	1,934

Source: Data processed in 2021

Table 5 shows that the correlation coefficient (R) is 0.979, which means the level of relationship between Competence (X_1) and KPI Achievement Targets (X_2) and employee performance (Y) is a strong positive. The coefficient of determinant R^2 (R-Square) of 0.959 means that employee performance (Y) is influenced by Competence (X_1) and KPI Achievement Targets (X_2), while the remaining 95.9% is influenced by other factors/variables outside this study.

Hypothesis Test Results

t test results

The results of the t-test on the data used are as follows:

Table 6 Competency Regression Coefficient Test Results (X_1) and KPI Achievement Targets (X_2) on employee performance (Y)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,508	2,682		0.935	0.358

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Competence	0.536	0.092	0.612	5,802	0.000
KPI Achievement Target	0.420	0116	0.384	3,637	0.001

Source: Data processed in 2021

1. Competence (X1) on employee performance (Y)

Table 4.20 explains that the Competence variable (X1) with a value of tcount 5.802 > t table 1.7011 and a significance value of 0.000 < 0.05, then Ho is rejected and Ha is accepted. This means that competence has an effect on employee performance at PT Bank Mega Syariah KC Bandar Lampung.

2. KPI Achievement Target (X2) on Employee Performance (Y)

Table 4.20 above explains that the KPI Achievement Target variable (X2) with a value of tcount 3.637 < t table 1.7011 and a significance value of 0.000 < 0.05, then Ho is rejected and Hadi is accepted. This means that the KPI Achievement Target has an effect on employee performance at PT Bank Mega Syariah KC Bandar Lampung.

F . Test Results

The F test is used to see how the influence of all independent variables simultaneously affects the dependent variable. The test is carried out by comparing the F-count with the F-table. The results of the regression test of all independent variables on the dependent variable are:

Table 7 F . Test Results

ANOVAa						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2374,512	2	1191,607	314,956	0.000b
	Residual	100,955	27	3,783		
	Total	2475,467	29			

Source: Data processed in 2021

Table 7 explains that the significance value for the influence of the Competency (X1) and KPI Achievement Target (X2) variables on employee performance (Y) is 0.000, which is less than 0.05, and the F-count value is 311.956 > F .-table of 2.79. It can be concluded that the Competence and Target Achievement of KPI and simultaneously affect the performance of employees at PT Bank Mega Syariah KC Bandar Lampung.

Discussion

The results of this study are to determine and prove the hypothesis about whether or not the influence of the work environment (X1) and KPI Achievement Targets (X2) on employee performance (Y) at PT Bank Mega Syariah KC Bandar Lampung. Hypothesis testing conducted in this study showed the following results:

The Influence of Competence on Employee Performance

Researchers in this study used a sample of 30 employees at PT Bank Mega Syariah KC Bandar Lampung by distributing questionnaires as many as 48 statement items, 16 statement items for the Competency variable (X1), 16 statement items for the KPI Achievement Target variable (X2), and 16 statement item for employee performance variable (Y).

Resultthe average value of respondents' responses to the statement of competence variable (X1) is 3.65. This means that the research respondents said they agreed with the

recapitulation of Competence (X1). This also means that the Competence at PT Bank Mega Syariah KC Bandar Lampung is already in the good category.

t test resultsshowsthe results that the t-count value of 5.802 is greater than the t-table value of 1.70113, which means H_0 is rejected and H_1 is accepted. This means that there is a positive and significant influence between Competence (X1) on employee performance (Y) at PT Bank Mega Syariah KC Bandar Lampung. The conclusion from the t-test results is that the better the Competence (X1) of PT Bank Mega Syariah KC Bandar Lampung, the better the employee's performance (Y) will be. Vice versa, the worse the competency (X1) of the employees of PT Bank Mega Syariah KC Bandar Lampung, the performance of employees (Y) at PT Bank Mega Syariah KC Bandar Lampung will be worse.

This research is in line with the research conducted by Anjani (2019) that the results show that the competence variable has a positive and significant influence on performance, this means that competence has a significant effect on improving performance, with increasing competence it will improve performance. employee.

The Influence of KPI Achievement Targets on HR Performance

Resultsthe average value of respondents' responses to the statement of the KPI Achievement Target variable (X2) is 3.66. This means that the research respondents said they agreed with the recapitulation of the KPI Achievement Target (X2). This also means that the KPI Achievement Target at PT Bank Mega Syariah KC Bandar Lampung is good.

t test resultsshowsthat the result of the calculated t value of 3.637 is greater than the t-table value of 1.70113, which means that H_0 is accepted and H_1 is rejected. Syariah KC Bandar Lampung. This study concludes that the better the KPI Achievement Target (X) of employees at PT Bank Mega Syariah KC Bandar Lampung, the better the performance of employees (Y) will be. Vice versa, the worse the KPI Achievement Target (X) of PT Bank Mega Syariah KC Bandar Lampung employees, the worse the performance of employees (Y) of PT Bank Mega Syariah KC Bandar Lampung.

The Influence of Competence and KPI Achievement Targets on Employee Performance

ResultsResearch using the F-test shows the results of the F-count value of 317.528 which is greater than the F-table value of 3.79. This means that Competence (X1) and KPI Achievement Target (X2) simultaneously affect employee performance (Y) at PT Bank Mega Syariah KC Bandar Lampung.

4. CONCLUSION

The results of this study aim to find out and analyze how much influence the Competency and Achievement Targets of KPI have on employee performance at PT Bank Mega Syariah KC Bandar Lampung. Competence partially has a positive and significant effect on employee performance at PT Bank Mega Syariah KC Bandar Lampung. KPI achievement targets partially have a significant effect on employee performance at PT Bank Mega Syariah KC Bandar Lampung. Competence and Target Achievement KPI simultaneously affect employee performance at PT Bank Mega Syariah KC Bandar Lampung.

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