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Integrity Of OKRS And KPIS In Corporate Performance Appraisal System In Jakarta

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ABSTRACT

The use of Integrity Key Performance Indicators (KPIs), Objectives and Key Results (OKRs) is of paramount importance within the context of a performance appraisal system. Both were employed as a means of evaluating employee performance in relation to pre-established objectives. The objective: is to investigate and analyse the impact of OKRs and KPIs on employee rewards in performance appraisal, and to evaluate the importance of maintaining integrity in the performance appraisal system. The research method: employed was as follows: A mixed-methods approach was employed, with qualitative data collected through interviews and quantitative data collected by administering questionnaires to employees in various companies. A total of 112 participants from different institutions were included in the study. The findings of this study: to provide organisations with a roadmap for strengthening the integrity and impact of their performance management systems. The conclusion of this study: is that there are three key areas for improvement: aligning OKRs/KPIs to rewards, implementing transparent feedback loops, and equipping managers to cultivate a fair, motivating appraisal process that enhances employee satisfaction and organisational outcomes.

INTRODUCTION

The integration of objectives and key results (OKR) and key performance indicators (KPI) has become increasingly common in performance management and goal setting in organizations. This is because it can produce a more comprehensive and effective performance management system that will impact employee performance (Nurakhim et al., 2022). This view is in line with Wishart (2023), Walled Akhtar (2023), and Kelly (2021) that both tools aim to achieve goals and measure performance and progress for today's business. Moreover, Key Results Indicators (KRI) and Objectives and Key Results (OKR) also promote innovation and growth at the organizational level (Al Thinyan et al., 2022a). It is widely acknowledged that OKR, as an aspirational, collaborative, and forward-looking goal-setting tool (Tyagi, 2022), plays a fundamental role in creating a focused roadmap for aligning team efforts to set goals and define measurable outcomes for organizational progress. OKR's strategic framework aims to enhance business objectives by fostering employee engagement and informed decision-making, thereby enhancing organizational efficiency and effectiveness (Stray et al., 2022a), consequently OKR improves focus, prioritizing tasks, promoting transparency within the team, and enabling cross-functional alignment and product improvement through established goals and key results (Moon Moon Tiga, 2023). Essentially, OKR serves as a structured critical thinking framework designed to facilitate organizational achievement of business goals quickly and effectively by encouraging employee collaboration and measurable contributions (Stray et al., 2022). The relationship between the OKRs and KPIs is complementary. While OKRs are important for setting focused goals and inspiring teams, KPIs are essential for measuring the details of specific projects and monitoring their overall performance. Organizations can use KPIs to monitor and highlight potential areas for growth and improvement (Pekih et al., 2021) and provide a structured method for evaluating and monitoring individual progress, productivity, and performance (Srinivas & Aithal, 2023).

Selecting operational indicators can be challenging, but the key is to choose specific KPIs from a set of performance indicators (Purwoko et al., 2023). OKRs support and align with the KPIs. In short, using OKRs and KPIs in an organization does not mean choosing one over the other, but understanding how the two work together. OKRs can be useful as a complement to KPIs to drive prioritization, focus, and action (Al Thinyan et al., 2022b) and form a continuous, fast, and dynamic cycle in the growth of organizations and employees (Mangipudi, 2021). Researchers examine the integration of OKRs and KPIs in Performance Appraisal, which impacts employee performance with rewards for achieving organizational goals. It has been proven that the results of performance appraisal (PA) can significantly impact the perception, satisfaction, and motivation of employees, improving their working ability not only individually but also benefiting the organization as a whole.

This promotion of long-term growth allows organizations to establish a more balanced and comprehensive performance management system at all levels (Al-Saadi et al., 2023), and performance is influenced by various internal and external factors (Nurakhim, Ubaidah, et al., 2022). OKRs set ambitious objectives for innovation, whereas KPIs monitor key performance indicators for sustained success. A comparative analysis of these methodologies will enhance strategic planning and progress. Financial performance is an effort by a company that has been carried out and can be used to measure the success of the company in generating profits, so that with the existence of financial performance reports, the prospects, growth, and potential for good development of the company can be seen by relying on the resources it has. A company can be said to be successful if it has succeeded in achieving previously scheduled goals.

Figure 1 The Different OkRs VS KPIs

Regarding the above image, KPI and OKR are symbiotic, wherein each reinforces the other's objectives despite the stark contrast between their intended outcomes. OKR is employed to establish objectives and enhance business operations, whereas KPI is used to assess an organization's overall performance (Al Thinyan et al., 2022b; Mahmodabadi et al., 2019). The research conducted by Akhtar and Sultan (2022) suggest that combining KPI and OKR can help a company improve its performance.

However, Al-Saadi et al. (2023) argued that combining the three performance tools may result in a subjective evaluation of results, emphasizing the importance of training to improve employee performance. Z. Chen, (2023) that employee KPIs are appropriately defined and transparent and enable the monitoring and reporting of progress and challenges; regarding the provision of incentive remuneration by performance, By the perspective put forth by Atikno et al., (2021), KPI serves as a management instrument that enables the monitoring, supervision, and attainment of the desired performance outcomes for an activity or process.

The KPI system is invaluable for evaluating individual activities; however, its full potential can only be realized by addressing underlying issues (Zaripov et al., 2021). Al Thinyan et al. (2022a) sought to enhance performance. The concept of OKR and KPI management is integrated to attain organizational objectives, with its implementation entailing a synthesis of innovation, evaluation, and processes (Chen, 2023b). Based on the preceding research presentation, the researcher will investigate the impact of combining OKR and KPI in performance assessments of rewards. This study contributes a novel perspective to the existing literature.

LITERATURE REVIEW

Organizational Key Results (Okrs) And Key Performance Indicators (Kpis)

OKRs are a goal-setting framework that encourages ambitious, qualitative achievement within a specific timeframe, fostering transparency and accountability, and aligning employees' efforts with the company's strategic vision, unlike traditional performance metrics (Doerr, 2018; Niven & Lamorte, 2016). There is a significant interrelationship between the OKRs and KPIs. KPIs provide a means of evaluating an organization’s performance in a particular area, whereas OKRs offer a framework for assessing progress towards a specific goal (Akhtar, 2023). OKRs offer employees flexibility in setting objectives and enhancing engagement and motivation, unlike the rigid structure of KPIs, which are often predetermined by management. OKRs can be used in combination with other performance indicators to provide a complete picture of an organization’s performance (Wishart, 2023).

OKRs and KPIs are widely used management frameworks to align organizations with clear and measurable objectives. OKRs define ambitious goals, whereas KPIs track quantifiable progress towards those objectives (Barrows and Neely, 2012; Neely et al., 2000). Recent research by Waleed Achtiar M Sultan, (2023) that KPIs are critical for organizations to measure performance, customer satisfaction, and business strategy, enabling improved operations, enhanced customer experience, and increased profitability. In contrast, OKR is a framework designed to help organizations achieve their business goals in a structured and expeditious manner. OKR is described as a critical thinking framework and a continuous discipline that seeks to ensure that employees work together, focusing on their efforts to make measurable contributions and need commitment. OKR is neither easy nor straightforward (Stray et al., 2022b). It can be argued that OKR is of significant importance in the preparation of balanced KPIs.

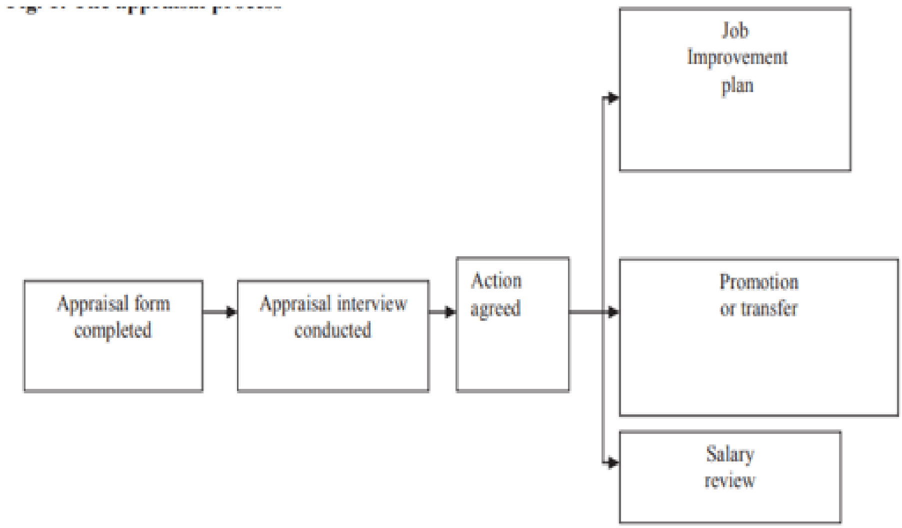
This is because OKR measures the progress of the organization towards certain goals, which indicates its readiness to achieve the set goals(Waleed Achtiar M Sultan, 2023). On the other hand, KPIs are quantitative metrics used to assess an organization's success in achieving objectives, aligning with business goals, and are crucial for monitoring progress and making data-driven decisions (Paramenter, 2010). KPIs provide structured performance measurements, but can overemphasize quantitative results. Integrating KPIs with OKRs helps to balance quantitative assessments with qualitative objectives (Saragih et al., 2022). The integration of OKRs into performance management systems can enhance communication and feedback between employees and managers, ultimately improving overall performance (Bourne et al., 2003).

Performance Appraisal Systems

An organization's performance appraisal system is a crucial part of its overall human capital management strategy because performance appraisal systems are essential for evaluating employee performance and providing feedback. Performance comes from the word job performance or actual performance (work performance or actual performance achieved by someone). According to Sedarmayanti (2010:176), performance is the result of someone's work, where all of these results can be proven concretely and can be measured. Traditional appraisal methods often rely heavily on KPIs, which can create a culture of compliance, rather than innovation.

However, integrating OKRs into performance appraisal processes can transform these systems into more dynamic and engaging experiences for employees (Wishart 2023b). A well-designed performance review process can provide constructive feedback, identify development needs, and contribute to fair compensation and promotion decisions (Pulakos 2004). However, if not implemented carefully, performance appraisals can lead to unfair perceptions and demotivating employees (Denisi and Murphy 2017). The appraisal process involves filling out an appraisal form, conducting an interview, discussing progress with the employee, and making decisions on agreed actions, such as job improvement plans, promotions, transfers, or salary increases, typically made by the employee or their manager.

Figure 2 Performance Appraisal Process



METHODS

This study used a mixed-methods research design that incorporated both quantitative and qualitative components to assess the influence of OKRs, KPIs, performance evaluations, and incentives on organizational results (Vebrianto et al., 2020; Cresswell, 2018). In this study, a suitable methodology was used to investigate the effectiveness of objectives, key results (OKRs), and Key Performance Indicators (KPIs) in performance appraisal, and their impact on rewards. This methodology incorporates both qualitative and quantitative data collection methods (Cetin & Cite, 2023); (Aman et al., 2020). Qualitative methods, such as interviews with human resource managers and employees, were used to gain a deeper understanding of the perceptions, challenges, and experiences related to OKRs, KPIs, performance appraisals, and rewards. These interviews helped to understand the implementation of OKRs and KPIs, the challenges faced, and their influence on performance appraisals and rewards. In contrast, quantitative methods involve conducting surveys with a sample of employees from various organizations to assess the impact of OKRs and KPIs on performance appraisals and rewards. The survey included questions about aligning OKRs and KPIs with organizational goals, perceived fairness in performance appraisals, and satisfaction with rewards. The researcher then analyzed the incoming dataset and determined which data to use based on the combined results of the interviews, focus group discussions, and questionnaires.

The mixed-methods approach allows for a comprehensive understanding of the integrity of Objectives and Key Results (OKRs) and Key Performance Indicators (KPIs) in performance appraisals and their impact on rewards to be achieved. This approach will facilitate a thorough investigation of the topic, incorporating both employee and managerial perspectives, and provide empirical evidence to substantiate the findings. The companies included in the study were those that had implemented KPIs or OKRs. This list includes companies operating in various sectors such as banking, industry, manufacturing, and services. Researchers have adopted an Exploratory Sequential Design approach, in which qualitative data are emphasized more than quantitative data.

Thus, qualitative data collection precedes quantitative data collection (Vidya Avianti; Ulfa Aulia, 2022; (Vebrianto et al., 2020a). Exploratory designs are helpful when research variables are unknown as they facilitate the exploration of relationships. New instruments should be developed based on preliminary qualitative analysis, generalized qualitative findings should be produced, and emerging theories should be refined or tested (Harrison & Reilly, 2011). Quantitative data are in the form of numerical data, while qualitative data are in the form of text data obtained by integrating data from questionnaires, interviews, and observations to obtain deeper information (Nurwulan et al., 2022).

Figure 3 The Exploratory Sequential Design

RESULTS

In this study, a suitable methodology was used to investigate the effectiveness of objectives, key results (OKRs), and Key Performance Indicators (KPIs) in performance appraisal, and their impact on rewards. The methodology involved qualitative and quantitative data collection. Qualitative methods, such as interviews with human resource managers and employees, were used to gain a better understanding of the perceptions, challenges, and experiences related to OKRs, KPIs, performance appraisals, and rewards. These interviews provided insights into the implementation of OKRs and KPIs, the challenges faced, and their influence on performance appraisals and rewards. In contrast, quantitative methods involve conducting surveys with a sample of employees from various organizations to assess the impact of OKRs and KPIs on performance appraisals and rewards. The survey included questions about aligning OKRs and KPIs with organizational goals, perceived fairness in performance appraisals, and reward satisfaction. The researcher then analyzed the incoming dataset and determined which data to use based on the combined results of the interviews, focus group discussions, and questionnaires.

Data Collection

Data were collected via questionnaires distributed to several businesses in Jakarta. A total of 112 respondents were obtained, which constituted the dataset for further analysis. Additionally, researchers conducted random interviews with several companies to assess the congruence between the responses provided in the questionnaire and actual practices observed in the field. The interviews were conducted online via Zoom, enabling further information to be obtained directly from the participants.

Additionally, participants were not provided with interview transcripts as the questions were posed spontaneously. This approach may be regarded as a semi-virtual focus group discussion, wherein each participant presents and elucidates the advantages of OKRs and KPIs with guidance and prompts from a moderator. A semi-structured interview guide was developed based on the research questions (PCCCCS, 2021). Some of the questions were related to OKRs and KPIs, and were divided into five sections. The first section addressed the use of OKRs and KPIs in the workplace, while the second focused on rewards in the assessment of company performance.

Each section comprised several questions, as exemplified by the following:

1. Please describe how you use OKRs and KPIs to assess organizational performance and provide an illustrative example.
2. Do you encounter any obstacles when using OKRs and KPIs? If so, please specify the nature of the obstacles.
3. Please describe the methodology employed to assess the efficacy of OKRs and KPIs in assessing organisational performance. We provide an illustrative example of the obtained results.

The second part of the examination comprised the following questions.

1. Please indicate whether you received rewards based on the company's performance assessment. If the answer to the preceding question is affirmative, kindly indicate the amount received.
2. To what extent do you consider rewards fair in the context of company performance appraisal? Please provide illustrative examples of rewards received.
3. Have you experienced any obstacles in receiving rewards based on the company's performance appraisal? In the event of an affirmative response, what are the impediments encountered?

The participants were asked to answer the aforementioned questions. Subsequently, a series of pivotal questions were raised to determine the correlation between OKRs and KPIs, the potential barriers to their implementation, and the advantages of embracing OKRs and KPIs in the workplace. The focus group discussion concluded with a concise summary of the main points and expressions of gratitude to the participants.

Data Analysis

Analysis of the recordings was meticulously conducted using Braun and Clarke's (2006) methodology, a rigorous six-phase reflexive thematic analysis designed for comprehensive exploration and interpretation. Through the application of inductive reasoning, the development of codes closely intertwined with data led to the emergence of meaningful themes. To ensure the robustness of the findings, the research team scrutinized the data independently, ultimately concurring that data saturation was achieved after the final focus group. The subsequent stage entailed a thorough examination of the interview results. Finally, the researchers meticulously reviewed the themes to confirm their alignment with the research question. The questionnaire's quantitative data were examined and described using SPSS Statistics 26 to obtain valuable insights.

Table 1 Profile Demography

Type Of Business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Banking	11	9.8	9.8	9.8
	Industry	2	1.8	1.8	11.6
	Service	19	17.0	17.0	28.6
	Family Firm	80	71.4	71.4	100.0
	Total	112	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employee	67	59.8	59.8	59.8
	Supervisor	7	6.3	6.3	66.1
	Manager	2	1.8	1.8	67.9
	HR Team	20	17.9	17.9	85.7
	Non-Staff	16	14.3	14.3	100.0
	Total	112	100.0	100.0	

Length of Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 s.d. 3 Years	21	18.8	18.8	18.8
	4 s.d. 6 Years	55	49.1	49.1	67.9
	> 6 Years	36	32.1	32.1	100.0
	Total	112	100.0	100.0	

As shown in table above, the data revealed 112 respondents. Most respondents (59.8%) were employees, and 49% had been employed for between four and six years. The distribution of the above data demonstrates that family companies play a dominant role in this context. This finding correlates with the understanding and application of OKRs and KPIs in business. Two main themes were developed: (1) the use of OKRs and KPIs in the workplace, and (2) rewards in the assessment of company performance. The results are discussed based on these themes. Discrepancies between the results of the interviews and the survey will clarify how OKRs and KPIs are used in the business world.

The Use Of OKRS And KPIS In The Workplace

Research on the use of OKRs and KPIs in the workplace suggests that many companies could benefit from implementing OKRs instead of relying solely on them. OKRs provide a contemporary framework for management involving the establishment, communication, and monitoring of monthly goals and outcomes within organizational contexts (Niven & Lamorte, 2016). According to (Ogheneogaga IRIKEFE, 2021; Wodtke 2016), OKRs help focus groups or individuals in setting goals for specific periods, usually monthly or quarterly. However, Tom Gilb, (2017), highlighted some shortcomings of OKRs, emphasizing the need for precision to avoid vagueness. This suggests that, while OKRs have potential, there are inherent problems that must be addressed for them to be truly effective. The study further converted qualitative data into quantitative data using Likert scaling, highlighting the importance of a rigorous measurement approach.

The current study aims to differentiate between two business categories: family owned and operated businesses and non-family owned and operated businesses. Through interviews, we compared these two groups based on their utilization of OKRs and KPIs in the workplace. We diligently identify and analyze the disparities in how these two groups perceive the implementation of OKRs and KPIs. The first group will be referred to as "family firms" (FF), while the second will be called "non-family firms" (NF), and the moderator will be known as "MD."

(MD): What are the potential benefits of integrating OKR and KPI in the business world? Are there specific challenges that may arise when implementing these frameworks in both family and non-family companies? (FF): Implementing OKRs and KPIs in family businesses is less pivotal compared to the business owner's decision-making process to determine the future direction of the business policy. It is the responsibility of employees execute strategic objectives set by the family leader. This is attributed to the inadequate implementation of OKRs and KPIs, as employee objectives have not been clearly defined and There are no established criteria for accurate performance evaluation. As a result, quantifiable employee performance that impacts the organization is necessary.

The effectiveness of family businesses could be significantly enhanced by implementing OKRs and KPIs, owing to these shortcomings. It can be challenging to implement OKRs and KPIs in family businesses because HR managers in these Organizations are often family members who may not fully understand OKRs and KPIs. This can make It is difficult to apply these strategies effectively. (NF): Implementing OKRs and KPIs is essential for boosting employee performance, and this approach is widely embraced by private companies and civil servants. The assessment is based on merit, making performance, as a pivotal criterion. Employees who demonstrate innovation in task execution are rewarded with increased remuneration, allowances, and the opportunity for promotion to senior roles (Nirwana, 2021; Rusdiyani & Prasojo, 2023). OKRs and KPIs were established to improve customer satisfaction in a measurable manner. The strategies implemented aimed to accomplish two specific objectives: first, to decrease the overall customer complaint rate to less than 5% per quarter, and second, to raise the customer satisfaction score from 75% to 85% in. The annual survey was scheduled to be conducted by the end of the year.

Figure 4 & 5 On The Spot Interview

Therefore, it is necessary to understand OKRs and KPIs to design business objectives that are measurable in their achievement. It is imperative that OKRs and KPIs be implemented within the company to enhance overall effectiveness, ensure optimal implementation, and achieve maximum results.

Rewards In The Assessment Of Company Performance

Performance appraisal is a process that involves a periodic review and assessment of an employee's job performance. It is typically conducted by a manager and constitutes an official evaluation and grading of employee performance. Such evaluations are typically conducted annually during review meetings.

The success of an organization is contingent upon its workforce's ability to achieve its strategic objectives (Armstrong, 2010; Cappell, 2008)**.** It can be concluded that a well-designed performance appraisal and reward system is indispensable in driving employee performance and guaranteeing the provision of high-quality services.

Every organization dedicated to achieving its objectives must prioritize the implementation of such a system, as it serves as a powerful motivator for individuals to meet their responsibilities (Etalong & Chikeleze, 2022b). **(**MD): Please indicate whether you received rewards based on company performance appraisals Additionally, please provide a rating of the fairness of the rewards in the company's performance appraisal. (FF): As previously stated, those in leadership roles within family-owned businesses demonstrate a lack of Consistent comprehension of OKRs and KPIs. Their attention is primarily directed towards the production and marketability of the goods produced. Consequently, at the level of the workforce, there is also a paucity of understanding regarding OKRs and KPIs.

In general, employees receive a monthly salary, with bonuses awarded at the discretion of the leader, based on company profits. Bonus payments are not linked to salary adjustments, which are typically made at the end of the performance appraisal period. (NF): Employees are rewarded based on their performance. If they surpass their targets, they will receive a higher rewards, within a specified range**.** Moreover, consistently excellent performance may lead to consideration for a succession plan or promotion to a higher career level. In addition to promotions, employees may receive an increase in their performance allowance.

DISCUSSION

It is important to establish a system for measuring organizational performance to achieve the goals of the organization. By combining Objectives and Key Results (OKRs) and Key Performance Indicators (KPIs) in a cohesive manner, we can assess the effectiveness of a predetermined work plan using KPIs while also allowing for flexibility, innovation, and increased employee engagement with OKRs. Integrating OKRs and KPIs can help create a comprehensive performance management system that evaluates employee contributions, and motivates and rewards the achievement of work targets.

Therefore, it is essential to communicate the integration of OKRs and KPIs to employees in family- and non family companies. By understanding how OKRs and KPIs complement each other in business initiatives, organizations can maximize their potential for improved profitability and growth while fostering an innovative organizational culture centered on measurable accomplishments (Wishart, 2023c).

Key Performance Indicators (KPIs) are used to assess the advancement of organizational objectives, which are defined as specific targets that must be attained to attain the desired overall outcome. OKRs provide organizations with quantifiable objectives to prioritize and evaluate the success of achieving those objectives (Wishart, 2023b). When employees reach a company's performance goals, they are motivated to strive for more and feel satisfied with their improved performance. Additionally, they experience even greater satisfaction if they receive external recognition or a sense of internal accomplishment (Armstrong, 2010)

CONCLUSION

In conclusion, it is crucial to incorporate Objectives and Key Results (OKRs) and Key Performance Indicators (KPIs) into performance appraisal systems and reward mechanisms to optimize organizational performance. While KPIs provide a structured approach to measuring success, OKRs offer the flexibility to drive innovation and enhance employee engagement. The combination of both frameworks allows organizations to create a comprehensive performance management system that effectively assesses employees' contributions, motivates them, and rewards them. Evidently, there is a need to educate and involve employees in both family owned and non-family companies regarding the integration of OKRs and KPIs. According to research conducted by Wulff et al. (2024), the challenge in implementing OKRs lies in the need for a pragmatic approach that shifts the focus from the method to the right mindset, from doubt to impact. To achieve this, companies must empower their human resources and coaches to facilitate this transformation. These challenges can be linked to the following factors.

1. Standardization and understanding are necessary for effective implementation of OKRs. The maturity of OKRs' methodology is crucial, and many organizations require assistance in establishing a standard approach, which currently leads to fragmented implementation and a lack of clarity. This lack of standardization affects communication, alignment, assessment, and the ability to capture customer value by using OKRs.
2. Isolated implementation of OKRs can streamline value creation when integrated with KPIs and activities, such as TIES. However, an isolated implementation can lead to overlapping and duplicated work. OKRs serve as stepping stones towards ambitious goals and provide strategic foundations.
3. Many companies need assistance in accurately monitoring and measuring OKRs, which limits their potential impact and revenue opportunities. Lack of experience and tools hinders the quick and comprehensive assessment of OKRs, limiting their potential to create business value.
4. Traditional OKR training methods can be time consuming and resource intensive, often focusing on incorrect areas. A lack of standardized methodology can lead to complexity, making OKRs difficult to understand, and causing leaders to create "textbook" OKRs without understanding their true power.
5. The full impact of OKRs is achieved when managers take full responsibility for budget and capacity constraints and drive success. However, many companies must hold managers accountable for commitments, examine failures, and work towards better results. Managers must be empowered to target ambitious goals and commit to delivering the best possible outcome

SUGGESTION

Additional research is needed to explore how performance management practices can be optimized in various organizational settings by examining the connections between these frameworks. This literature review offers a thorough understanding of the relationships between OKRs, KPIs, performance appraisals, and rewards, with support from relevant academic references.

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