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Effectiveness Of KPI To Improve Operational Performance Of Pt JIEP Company

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Abstract

PT Jakarta Industrial Estate Pulogadung is the manager of the Jakarta industrial area and is committed to developing a modern and sustainable industrial area. PT Jakarta Industrial Estate Pulogadung (PT JIEP) as the manager of a strategic industrial area in Jakarta faces challenges in increasing productivity and operational efficiency. PT Jakarta Industrial Estate Pulogadung as the manager of a strategic industrial area in Jakarta faces challenges in increasing productivity and operational efficiency. However, to overcome this, PT Jakarta Industrial Estate Pulogadung in 2020 PT JIEP began using key performance indicators. The data used in this study came from observations, interviews, and data on the prognosis of the achievement of PT Jakarta Industrial Estate Pulogading's KPI in 2024. At PT Jakarta Industrial Estate Pulogadung, the biggest causes of KPI not being achieved were "Investment Absorption Realization" and "EBITDA. The results of the study show that PT JIEP needs to make improvements starting from increasing knowledge and awareness of the importance of KPI for its employees. After that, the company is also advised to improve the monitoring system by forming a special KPI supervisory team or can also use digital-based technology for the KPI monitoring program.

Keywords: ***Key Performance Indicator (KPI), operational performance, efficiency, productivity, PT JIEP.***

INTRODUCTION

The internship program is one of the final assignment options for students in the Management Program at the Faculty of Business and Economics, Universitas Islam

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Indonesia. This program involves fieldwork or practical work experience in a company or government institution, actively participated in by students as interns. As the organizer of the internship, companies or government institutions have the right to assign tasks to interns optimally, aligning with the division where the students are placed. The goal of this program is to provide students with direct knowledge and experience in the professional work environment.

PT Jakarta Industrial Estate Pulogadung (PERSERO) is a state-owned enterprise (BUMN) and regional-owned enterprise (BUMD) that offers internship programs for students in their fifth semester and above, as well as fresh graduates. The company specializes in the management and development of the Pulogadung industrial estate, focusing on implementing green economy and environmentally conscious economic principles. JIEP prioritizes business development that emphasizes environmental sustainability and social welfare. As one of the largest industrial estate developers and managers in Indonesia, PT Jakarta Industrial Estate Pulogadung is required to provide high-quality services to its tenants. The availability of adequate facilities and equipment plays a crucial role in ensuring optimal service delivery. Moreover, a solid strategy is essential to enhance the operational quality of PT Jakarta Industrial Estate Pulogadung. To achieve this, the company employs a Key Performance Indicator (KPI) strategy to continually improve its corporate performance.

PT JIEP operates in a highly competitive and rapidly evolving industry, where many competitors offer advanced and technology-driven services. This business landscape compels PT JIEP to remain competitive by continuously assessing its performance in the management sector. Many other businesses provide more sophisticated, technology-based facilities, intensifying the competition. To sustain its position in the market, businesses must consistently enhance their performance and productivity to compete effectively and achieve their goals in this highly competitive era (Haholongan et al., 2022). Key Performance Indicators (KPIs) are essential tools that help organizations achieve their objectives. Similarly, PT JIEP must continuously adapt and operate efficiently. Performance measurement through KPIs is crucial for internal evaluation, time management, and attracting investors. As the company evolves, PT JIEP must ensure that its KPIs align with both its strategic goals and market conditions.

KPIs, as a tool for measuring team performance, are highly beneficial for companies, including PT JIEP. They allow businesses to assess how their efforts influence overall business progress. By implementing KPIs, each unit can establish clear targets and define their scale of achievement. This enables the company to transparently

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track which KPIs have been met by each division and evaluate their success in achieving set targets. Consequently, the author is interested in studying and analyzing the Key Performance Indicators implemented at PT JIEP. The concept of KPI as a performance measurement tool is supported by management theories, particularly the Balanced Scorecard by Kaplan and Norton, which highlights the importance of KPIs as a comprehensive performance measurement system. Additionally, the concept of effectiveness measurement can be used to determine whether the KPIs align with PT JIEP's strategies. These theories can help identify any gaps between the company's KPIs and its actual needs.

LITERATURE REVIEW

Operational Management

Operational management focuses on overseeing production and distribution processes within an organization to maximize efficiency and minimize waste. According to Stevenson (2018), it encompasses planning, organizing, directing, and controlling activities that create value for customers through products or services. The primary goal is to ensure that operational processes run effectively by optimizing resources and reducing inefficiencies. Lane et al. (2011) highlight that operational management involves specialized tools and techniques for resolving production issues, while Firmansyah et al. (2007) emphasize its role in transforming resources into outputs that meet customer needs. This transformation must be managed carefully to balance cost, quality, speed, and timing (Heizer & Render, 2014). Schroeder (2008) further explains that operational management consists of planning, organizing, and controlling production processes while maintaining product quality. Strategic decisions related to quality control, supply chain management, inventory management, and operational layout also fall under operational management, as noted by Hill and Hill (2011).

Additionally, Russel and Taylor (2009) argue that operational management extends beyond manufacturing to service industries, where customer interactions are crucial. Effective integration of these processes enhances efficiency, fosters innovation, and improves market responsiveness. Quality plays a critical role in operational management, with Deming (1986) asserting that operational success depends not only on efficiency but also on the company's ability to deliver high-quality products and services. To maintain quality, techniques like Total Quality Management (TQM), Statistical Process Control (SPC), and Continuous Improvement are commonly applied. The incorporation of technology in operational management further enhances efficiency.

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Krajewski et al. (2019) state that automation, information system integration, and data-driven decision-making optimize production and real-time operational performance. Advanced technologies such as deep data analytics, the Internet of Things (IoT), and artificial intelligence (AI) enable firms to predict market demand and improve operational output. Moreover, Chase et al. (2016) emphasize that workforce management, training, and skill development are integral to effective operations since human resources play a vital role in maintaining quality, productivity, and innovation. Ultimately, operational management integrates all company resources to produce valuable outputs, whether finished goods, semi-finished products, or services, ensuring smooth business operations and sustainable competitive advantage.

Key Performance Indicator

Key Performance Indicators (KPIs) are decision-making tools or metrics that help organizations measure individual performance and evaluate overall organizational performance to achieve strategic objectives. KPIs consist of a set of indicators used to assess the extent to which an organization or individual has successfully met its goals (Setiawan & Ardiansah, 2023). Organizations utilize KPIs as evaluation tools to determine how well strategic objectives are being achieved, as they indicate organizational performance relative to predetermined targets and measure goal attainment (Parmenter, 2015). KPIs are categorized based on various operational and strategic elements, such as financial KPIs, including profit margins, cash flow, and return on investment (ROI), which assess financial performance, operational KPIs that evaluate process efficiency like production cycle time and capacity utilization, and quality KPIs that focus on defect rates, product returns, and customer satisfaction. These classifications ensure that KPIs comprehensively reflect different aspects of an organization's effectiveness. KPIs are designed based on the SMART principles (Specific, Measurable, Achievable, Relevant, Time-bound), ensuring that they provide objective measurements not only of final outcomes but also of the processes involved. For instance, in operational management, KPIs measure capacity utilization, workforce efficiency, production cycle time, and defect rates, helping organizations identify and resolve issues efficiently.

KPIs serve not only as retrospective performance assessment tools but also as directional guides for organizations to identify areas for improvement and implement timely corrective actions. Regular KPI evaluations enable organizations to dynamically adjust their strategies for optimal performance and assess the effectiveness of implemented strategies (Soemohadiwidjojo, 2015). The primary objectives of setting KPIs

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include aligning an organization's vision, mission, values, strategy, and performance goals with actions taken to achieve the desired outcomes, monitoring performance trends, benchmarking performance against past results or industry standards, establishing departmental and individual performance targets, and using KPI achievements as a basis for rewards and consequences. Consequently, KPIs not only measure an organization's current performance but also provide a clear framework for planning and guiding future strategic steps, enhancing long-term competitiveness. Over time, KPIs contribute to building a results-driven corporate culture by ensuring that performance is objectively measured and expected outcomes are clear to all stakeholders. By providing measurable metrics for evaluating success or failure, KPIs foster continuous improvement and innovation, optimizing strategy formulation and resource allocation. In an increasingly complex and competitive business environment, KPIs are crucial tools that help organizations stay focused on strategic goals, drive performance enhancements, and ensure long-term success. Thus, KPIs play a vital role in strategic decision-making by enabling executives to identify areas for improvement and allocate resources effectively, ensuring sustained organizational growth (Marr, 2012).

Performance Management

Enhancing efficiency and effectiveness in the workplace has made performance management a crucial component of corporate efforts. According to Hidayat (2018), performance is the execution of activity programs achieved through an organization's strategic planning, which is articulated in policies, vision, and mission to realize its objectives and goals. Aguinis (2013) defines performance management as an ongoing process involving planning, monitoring, developing, and evaluating employee performance to ensure the organization's objectives are met. Over the past decade, numerous international journals have emphasized that regular feedback on performance management processes and employee engagement is essential for achieving optimal results. As highlighted by Pulakos et al. (2019), this process not only measures output performance but also focuses on maintaining achievement-based performance and developing competencies. Furthermore, research by Denisi and Murphy (2017) indicates that contemporary performance management integrates organizational goals with employee accomplishments through evaluation tools such as Key Performance Indicators (KPI).

KPI plays a significant role in ensuring that employee performance aligns with the organization's business strategy, incorporating both quantitative and qualitative elements

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to assess operational success. According to Grote (2018), recent studies emphasize the importance of a broader approach to performance management, which not only prioritizes results but also considers processes, interpersonal skills, and innovation in fulfilling organizational responsibilities. Research highlights that performance management is a key driver of organizational success on a national level. In Indonesia, the implementation of performance management has advanced due to the use of the Balanced Scorecard and Key Performance Indicators (KPI), which evaluate employee performance based on predetermined targets (Muis, 2020). Additionally, a study by Haryanto (2018) found that implementing an effective performance management system can enhance productivity and employee satisfaction, particularly by fostering competencies and ensuring fair empowerment in performance evaluations. Consequently, performance management is critical for the success and sustainability of organizations worldwide.

RESEARCH FRAMEWORK

Based on the description and explanation of theoretical investigations and hypotheses, a research model can be created which is used in this research. This research model is shown in the following figure:

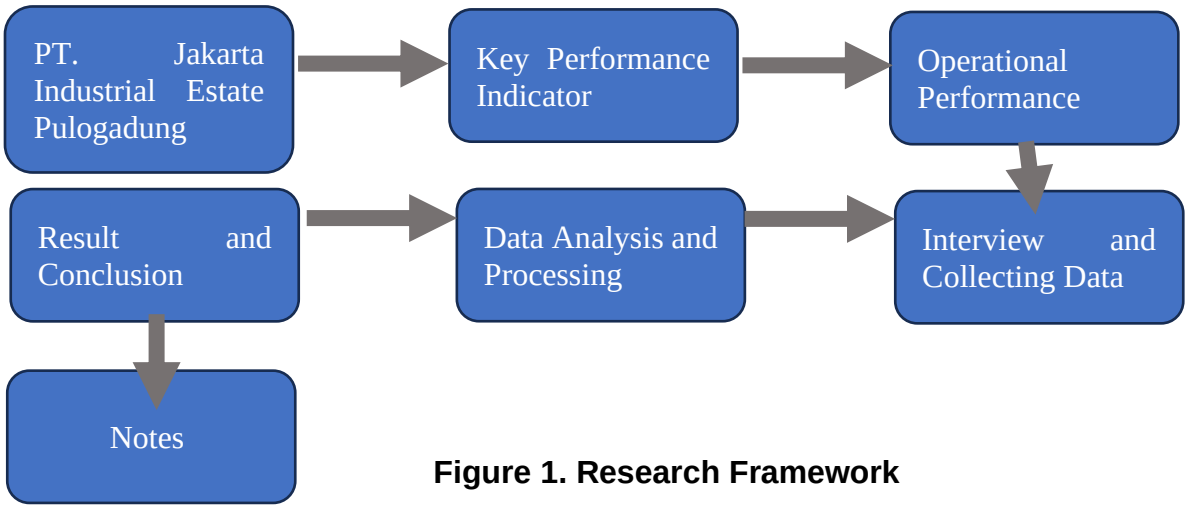


Figure 1. Research Framework

RESEARCH METHODS

The research employs a qualitative approach, formulated in textual form, to gain an in-depth understanding of social interactions within the corporate environment. The

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author conducted a four-month internship at PT Jakarta Industrial Estate Pulogadung in the Corporate Strategy & Planning division, which is responsible for business strategy development and operational monitoring. This qualitative approach allows for a more flexible and adaptive exploration of the research subject, focusing on the role of Key Performance Indicators (KPIs) in operational performance. Qualitative data is collected through direct observation, interviews, and company documentation, with data analysis employing categorization, thematic analysis, and case analysis techniques. This approach ensures a comprehensive examination of how KPIs influence operational performance and decision-making processes within the company.

The unit of analysis in this study includes all elements directly involved in KPI management at PT Jakarta Industrial Estate Pulogadung, particularly the Corporate Strategy & Planning division. The study examines KPI-related data, such as target achievement rates, KPI effectiveness in guiding operational decisions, and their alignment with corporate goals. Primary data is gathered through interviews with 2-3 employees, including senior and junior staff members, while secondary data is obtained from the company's internal database. The data collection process also incorporates structured observation during the internship period to assess the practical implementation of KPIs. By integrating both primary and secondary data sources, this study aims to provide a thorough analysis of KPI effectiveness in improving corporate operational performance.

RESULTS

The internship was conducted in the Corporate Strategy and Planning Division under the Corporate Planning Specialist section for a duration of 17 weeks and 3 days. The work schedule consisted of 40 hours per week, accumulating a total of 696 hours. The primary role of the Corporate Strategy and Planning Division is to formulate strategic initiatives that enhance the company's operational effectiveness and support the achievement of its overall objectives.

During the internship, research was conducted on the key performance indicator (KPI) strategy implemented at PT Jakarta Industrial Estate Pulogadung (PT JIEP), a system that has been in place since 2022. The implementation of KPIs serves as a structured method to measure the performance of the company, individual divisions, and employees in fulfilling both short-term and long-term organizational objectives beyond the corporate work program. The information regarding PT JIEP's KPI strategy was gathered through various methods, including direct observations of internal processes, structured

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interviews with relevant stakeholders, and an in-depth review of company databases containing KPI-related records and reports.

The first month of the internship was dedicated to conducting an initial study to identify the strategic approaches employed by PT JIEP in improving operational efficiency. Through consultations with AVP Corporate Planning Specialist 1, a research topic was determined that aligned with the company's needs and provided meaningful insights. The research subsequently focused on assessing the effectiveness of PT JIEP's KPI implementation. Throughout the internship, various tasks related to KPIs were undertaken, such as monitoring key performance indicators at both the directorate and corporate levels and participating in high-level board meetings where KPI-related decisions were discussed. Additionally, structured interviews were conducted with key personnel in the Corporate Strategy and Planning Division to gain deeper insights into the challenges and opportunities associated with KPI execution. The key respondents in these discussions included Winda, who serves as AVP Corporate Planning Specialist 1; Widya, AVP Corporate Planning Specialist 2; and Izhar, a key figure in Corporate Performance Monitoring.

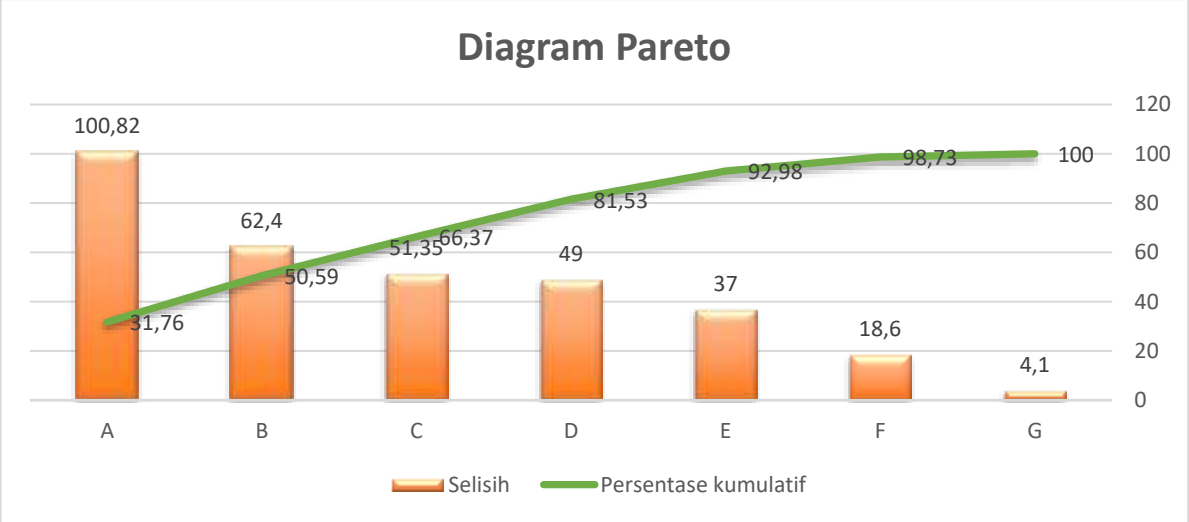


Figure 2. Pareto Diagram

An essential aspect of the research involved analyzing PT JIEP's operational KPI forecast data, which serves as a predictive tool for assessing future performance trends based on historical achievements and current projections. The analysis covered a comprehensive set of performance indicators, encompassing both joint KPIs and those

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specific to individual directorates. The findings highlighted variations in KPI achievements, where a significant proportion of the indicators met or exceeded the targets, while others fell below the expected benchmarks. Notably, certain performance gaps were identified, with specific KPIs such as "Realisasi Penyerapan Investasi" and "EBITDA" emerging as the most significant contributors to the overall performance discrepancies. These findings underscored the need for a deeper examination of the underlying factors that influenced KPI shortfalls.

To determine the root causes of KPI underperformance, the researcher employed the fishbone diagram method, an analytical tool designed to categorize the contributing factors into different areas such as process design, resource availability, operational workflows, and maintenance strategies. This method enabled a systematic identification of the key challenges impacting KPI achievement, facilitating a more structured approach to developing corrective strategies. By understanding these underlying issues, the study provided a solid foundation for recommending strategic improvements aimed at enhancing the overall effectiveness of PT JIEP's KPI implementation. The proposed enhancements included refining operational processes, optimizing resource allocation, and strengthening monitoring mechanisms to ensure sustained performance improvements and long-term corporate success.

DISCUSSION

The findings of this study indicate that key performance indicators are highly effective in measuring operational performance. This aligns with one of the primary objectives of KPI implementation, as stated by Soemohadiwidjojo (2015): *"Comparing an organization's performance with its previous performance or with the performance of other organizations so that the organization can..."*

These findings are consistent with previous research conducted by Denisi and Murphy, which suggests that contemporary performance management integrates organizational goals with employee achievements through the implementation of evaluation tools such as Key Performance Indicators (KPI). Additionally, Grote's study emphasizes that KPIs play a crucial role in ensuring employee performance aligns with the organization's business strategy and consist of both quantitative and qualitative elements used to assess operational success.

To enhance KPI effectiveness, the company should consider improving employee training programs with a focus on understanding, implementing, and managing KPIs efficiently. This would enable PT JIEP employees to comprehend the purpose of KPIs

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and how they can contribute to achieving corporate goals. Furthermore, the company should also strengthen its monitoring system by establishing a dedicated KPI oversight team or leveraging digital-based technologies for KPI tracking. For instance, developing a real-time dashboard system accessible to relevant stakeholders could facilitate the immediate identification of potential issues.

CONCLUSION

The study concludes that the implementation of Key Performance Indicators (KPI) at PT Jakarta Industrial Estate Pulogadung (PT JIEP) has not been fully achieved, with 18 out of 25 indicators meeting or exceeding targets while 7 indicators fell short. The two most significant underperforming KPIs—*Realisasi Penyerapan Investasi* (31.76%) and *EBITDA* (19.30%)—contribute the most to the overall performance gap, highlighting the need for targeted improvements. Four key factors affecting KPI achievement were identified: methodological issues due to rigid decision-making processes, technological limitations from the absence of a dedicated KPI tracking system, human factors such as insufficient training and lack of incentives, and external environmental influences like government policy changes and economic fluctuations. Given these challenges, the study emphasizes the need for evaluation and enhancement of KPI monitoring systems to better align with corporate objectives and drive significant improvements in PT JIEP's operational performance.

RECOMMENDATION

To address the shortcomings in achieving Key Performance Indicators (KPI) at PT Jakarta Industrial Estate Pulogadung (PT JIEP) and their limited impact on operational performance, the company should implement strategies focused on methodology and human resources. Employees must be given a clear understanding of KPI concepts, objectives, and benefits through regular training programs that explain KPI formulation, measurement, and its effect on operational performance. Additionally, the company should enhance its monitoring system by forming a dedicated KPI oversight team or utilizing digital technology such as a real-time dashboard accessible to relevant stakeholders for immediate issue identification. From a managerial perspective, improving the two most critical KPI indicators is essential, along with establishing a structured monitoring and evaluation system using digital dashboards to track progress in real time. Implementing a reward and punishment system based on KPI achievements can further motivate employees to meet targets, such as financial incentives, career

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development opportunities, or public recognition. Regarding internship activities, future interns should actively seek new experiences and insights, enhance their communication skills, improve time management, and take more initiative in proposing ideas and solutions to demonstrate creativity and problem-solving abilities. By adopting these recommendations, future internship programs can be more valuable and impactful.

MANAGERIAL IMPLICATIONS

The managerial implications for operational management at PT Jakarta Industrial Estate Pulogadung (PT JIEP) emphasize the need for a more structured and data-driven approach to performance evaluation. Management should enhance the effectiveness of Key Performance Indicators (KPI) by integrating digital monitoring systems, allowing real-time tracking of operational performance. This will enable faster decision-making and proactive issue resolution. Additionally, adopting a more flexible and adaptive KPI methodology is crucial, considering the company's dual ownership structure (50% BUMN and 50% BUMD), which affects decision-making agility. Strengthening employee involvement in KPI discussions and providing continuous training will improve their understanding and commitment to performance targets. Implementing a reward and punishment system based on KPI achievements can further drive employee motivation and accountability, ultimately leading to improved operational efficiency and strategic goal alignment.

RESEARCH LIMITATIONS

This study has several limitations that should be acknowledged. First, the research relies on data collected within a specific timeframe and organizational context, which may limit the generalizability of the findings to other companies or industries with different operational structures. Second, the study primarily focuses on internal factors affecting KPI achievement, while external market dynamics, regulatory changes, and competitive pressures were not deeply explored. Third, the lack of access to more granular financial and operational data constrained the depth of analysis, potentially overlooking additional underlying factors. Lastly, the study does not incorporate longitudinal data to assess long-term trends in KPI performance, making it difficult to evaluate the sustainability of any improvements made. Future research should address these limitations by incorporating a broader range of variables, expanding the scope to include external influences, and utilizing longitudinal data for a more comprehensive evaluation of KPI effectiveness.

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