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Key Performance Indicators and Employee Performance: A Systematic Literature Review

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ABSTRACT

This research focuses on Key Performance Indicators (KPI) and employee performance in companies. This study uses a Systematic Literature Review scheme aimed at reviewing previous research related to Key Performance Indicators and performance. There were 1,100 research literatures found and then filtered using the PRISMA method. Using the PICO method in data collection from 2 sources, namely Google Scholar and Crossref. The filtering and data inclusion results obtained 30 journals as material for the final review. Through this research, it is concluded that the implementation of performance appraisal can use tools such as Key Performance Indicators to make it easier for company leaders to assess employee performance. Key Performance Indicators can help companies improve efficiency in assessing employee performance. The recommendation from this research is that companies must improve technology to support Key Performance Indicators for assessing employee performance so that the assessment is more accurate.

Keywords: Key Performance Indicators, Employee Performance, Performance Measurement, Human Resource Management, Systematic Literature Review

1. Introduction

Human Resource Management (HRM) is a strategic approach in workforce management that aims to help organizations achieve their goals effectively and efficiently. HRM encompasses various activities such as planning, procurement, training and development, performance appraisal, and compensation provision. Hasibuan (2016) defines HRM as the science and art of managing relationships and roles of the workforce to be effective and efficient in supporting the achievement of company, employee, and community goals. In HRM practice, employee performance appraisal is one of the crucial aspects. Employee performance itself refers to work results achieved by individuals in carrying out their duties and responsibilities, which are influenced by factors such as ability, motivation, work environment, and leadership (Mangkunegara, 2017).

In the context of performance measurement, Key Performance Indicator (KPI) becomes one of the commonly used instruments because of its ability to provide specific, measurable, and relevant measures toward organizational goals. KPI functions as a tool to assess the success of individuals, teams, and organizations based on predetermined strategic indicators (Prawirosentono, 1999). Previous research shows that KPI implementation not only facilitates objective performance measurement but also encourages increased work motivation and accountability. KPI can serve as a bridge between individual performance and organizational goals transparently and measurably (Bakhtiar et al., 2016; Haholongan et al., 2022).

Furthermore, good KPI implementation needs to consider aspects of knowledge, motivation, skills, and employee character so that its impact on productivity can be more optimal (Badawy et al., 2016).

Modern performance management emphasizes the importance of systematic management processes, one of which is through the use of KPI. Chubb et al. (2011) explain that performance management is a process aimed at improving organizational performance through individual and team development, as well as utilizing measurement tools like KPI to identify areas of strength and weakness. Within the framework of accountability theory, each employee is required to be responsible for achieving mutually agreed targets, so that KPI implementation becomes key in creating a transparent and results-oriented work system.

This research specifically focuses on the influence of Key Performance Indicators (KPI) on employee performance in an organization. KPI serves as a key indicator that helps organizations monitor and evaluate performance objectively and systematically. Additionally, Ginting (2016) emphasizes that KPI is not merely a measurement tool, but also as a trigger for increasing motivation and work quality through measurable feedback. In relation to data validity and reliability, Creswell (2014) emphasizes the importance of credible instruments so that evaluation results can be used as a basis for appropriate managerial decision-making.

Furthermore, employee performance improvement is also closely related to factors such as financial compensation and reward systems. KPI provides clear performance direction, while fair compensation and appropriate reward systems function as additional incentives that can increase motivation and work loyalty (Badawy et al., 2016; Wijaya et al., 2023). These three elements which are KPI, compensation, and rewards, complement each other in forming an effective and sustainable performance management system.

Thus, based on the literature review and existing empirical evidence, it can be concluded that KPI is an important instrument in modern performance management. Structured KPI implementation can not only improve the effectiveness and efficiency of employee work but also make a significant contribution to achieving overall strategic organizational goals. This study uses a Systematic Literature Review (SLR) approach to identify, evaluate, and synthesize scientific evidence related to the influence of KPI on employee performance.

2. Methodology

The data collection method in this research uses a quantitative Systematic Literature Review approach. This systematic literature review is compiled based on preferred reporting items for systematic reviews and meta-analyses (PRISMA) from research related to the impact of Key Performance Indicators and Employee Performance. Data collection uses the population, intervention, comparison, and outcome (PICO) method. This literature review data collection method uses 2 accesses: Google Scholar at https://scholar.google.com/ and Crossref.

Table 1. PICO

PICO	Information
Population	Company employees and organization members
Intervention	Key Performance Indicator
Outcome	Employee Performance

2.1. Data Inclusion Criteria

This systematic literature review will take various research designs in terms of the following inclusion criteria:

Table 2. Data Inclusion Criteria

Type	Inclusion
Literature Type	Research Article
Publication Year	2022-2024
Origin of Literature	International & National
Language	English and/or Indonesian
Sample	Employee member of organization

After determining the data inclusion criteria, the search for articles continued on Google Scholar with 100 articles and Crossref with 1,000 articles with the following stages:

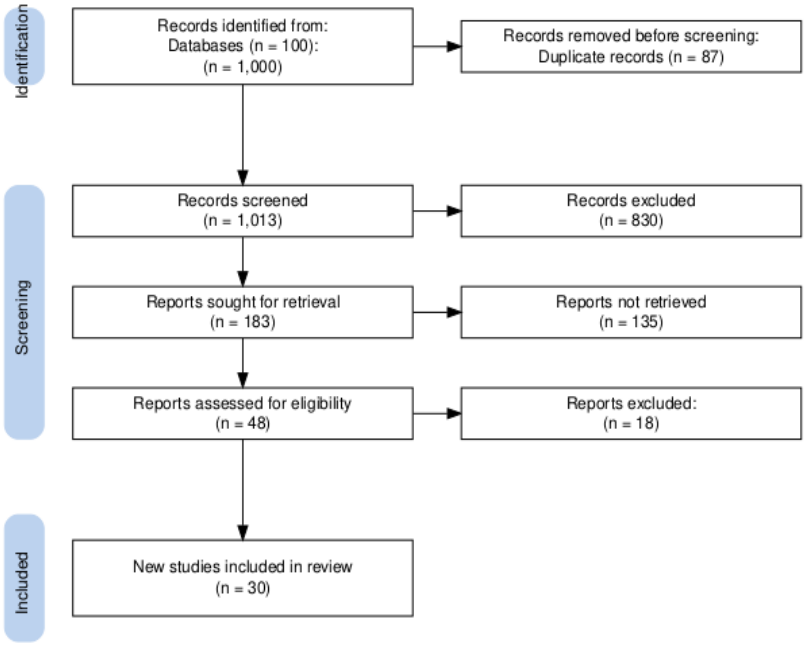

Figure 1. PRISMA Flow Chart for Study Selection Process

3. Results and Discussion

3.1. Research Results

3.1.1. General Literature Review Characteristics

Research Results References related to Key Performance Indicators and Performance; researchers identified 1,100 journals as literature review data sources with details of 100 journals from Google Scholar and 1,000 journals from Crossref. Additionally, researchers conducted journal searches using the PICO method and compiled inclusion criteria data to find journals that meet the requirements for research, resulting in 30 journals that meet the requirements for the literature review process. Based on the journal search results used as literature review material, 13 journals were used in 2022, 9 journals in 2023, and 8 journals in 2024. All literature related to this research was studied correlationally with research topic distribution of employees and managers as well as employees. Several journals discuss Key Performance Indicators that influence Performance and Key Performance Indicators as Performance measurement tools; this researcher also uses other variables not discussed by researchers.

3.1.2. Literature Review Analysis

Based on the review results of 30 selected articles, a number of literatures specifically discuss Key Performance Indicators (KPI) and performance. Research conducted by Mawuntu & Aotama (2022) examined employee performance in SMEs using KPI, and showed that the resulting performance was still not optimal. Furthermore, a study by Ningtyas et al. (2022) designed a system that supports KPI development direction, with the aim that companies can improve the quality of their human resources.

Research by Putra (2022) explains that KPI design using Business Model Canvas (BMC) and Decision-Making Trial and Evaluation Laboratory (DEMATEL) tools can identify four new quality targets that greatly impact depot operations, namely: customers served, empty container search, availability of ready-to-use heavy equipment, and thermal backup readiness.

Quantitative research results by Haholongan et al. (2022) show a positive and significant influence between KPI implementation and employee performance. Similar research by Yulientinah & Oktariani (2022) reveals that the use of KPI as a measurement tool shows that employee performance is categorized as good. Andriani (2022) states that KPI can also influence change management in hospital environments. Cahyadi &

Aziz (2022) researched KPI design in performance measurement using the performance prism method approach, which resulted in an appropriate KPI design. An'ars & Kurniawan (2022) concluded that KPI implementation proved beneficial in the teacher performance assessment process.

Quantitative research by Anita & Sabariah (2023) states that KPI implementation has a positive and significant influence on employee performance. Meanwhile, Sahroni & Oemar (2024) used the balanced scorecard method in measuring employee performance through KPI. Aditya et al. (2024) also emphasizes that KPI linked to organizational goals can help employees focus more on crucial aspects for company success. Meanwhile, Anunggita & Tranggono (2024) show that company performance measurement with KPI instruments indicates that the company's performance is still not optimal.

Balqis et al. (2023) adopted a human resources scorecard approach to measure performance through KPI. While Pasinggi et al. (2020) state that employee performance assessment using KPI makes it easier for leaders to evaluate and monitor the development of each employee. Research by Hersusetiyati et al. (2024) reveals that KPI implementation in employee performance assessment runs optimally, so companies can achieve targets and increase productivity. Fanani & Widyastuti (2023) also state that KPI plays a role in creating a conducive work atmosphere.

In line with this, research by Virnanda et al. (2022) shows that KPI implementation has a significant influence on hospital operations. Damayanti et al. (2023) also conducted analysis of company performance measurement through KPI, while Umar & Tantawi (2024) show that work environment and work discipline as independent variables have positive and significant effects on employee performance measured through KPI as the dependent variable. Finally, Robbani et al. (2024) state that KPI has a positive and significant influence on overall institutional performance.

Employee performance assessment is a strategic element in human resource management that plays an important role in creating overall organizational effectiveness. One evaluative approach that has proven effective in various industry contexts is the use of Key Performance Indicators (KPI). KPI is used as an objective measurement tool to assess the extent to which employees can achieve targets set by the organization, thus providing a quantitative picture of individual and team achievements (Fanani & Astuti, 2023; Sukmana, 2020). KPI implementation in managerial practice provides benefits not only in the context of assessment but also as a foundation in strategic planning, decision-making, and human resource development.

Empirical studies show the success of KPI implementation in various industry sectors. At PT. Pertamina (Persero) RU II Dumai, KPI proved helpful in identifying quarterly target achievement strategies that positively impact all organizational levels (Syafarani, 2020). Similarly, in the food industry sector such as CV. Bunda Bakery Pekanbaru, KPI is used to formulate reward systems, career paths, and performance-based training that drives productivity and employee job satisfaction (Fanani & Astuti, 2023; Sukmana, 2020). Similar results are also reflected in KPI implementation at PT. Tridharma Kencana, where KPI integration with the ISO 9001 quality management system resulted in improved efficiency and accuracy of performance assessment, both at managerial and operational levels (Setiobudi, 2017). Meanwhile, at PT. Adhi Wijayacitra, KPI-based assessment system design resulted in an evaluation model that is simple, practical, and effective in supporting managerial decision-making (Al-Farisi & Yulianti, 2019; Wijaya et al., 2023).

Research by Fanani and Widyastuti at CV. Rasyid reinforces the importance of KPI design that aligns with job characteristics. They identified seven clothing production work stations and designed specific KPI indicators, followed by validation using statistical approaches. As a result, the designed indicators meet SMART principles (Specific, Measurable, Achievable, Relevant, Time-bound), which are important prerequisites in reliable performance measurement (Fanani & Astuti, 2023). Other research by Dama et al. (2022) states that KPI contributes positively and significantly to overall employee performance improvement. Research by Gouw et al. (2023) using a combination of performance prism, AHP, OMAX, and TLS methods shows that although most KPI indicators have been effective, there are still three main components that have not been optimized in measurement practice.

Furthermore, technology approaches in KPI assessment are also beginning to be implemented. Nurhazizah & Puspitasari (2023) show that the use of Support Vector Machine (SVM) algorithms can improve the accuracy of KPI-based performance evaluation. This opens opportunities for integration between

information systems and more sophisticated and adaptive human resource assessment. Meanwhile, Kurnia et al. (2024) developed an evaluation system based on four KPI perspectives to build an HR management system that aligns with company needs. In other quantitative research, Fatihah et al. (2023) and Wijaya et al. (2023) found that KPI implementation can improve employee performance simultaneously, both from output and work behavior aspects.

Overall, findings from various studies strengthen the argument that KPI implementation not only provides a structured assessment framework but also creates a more competitive, fair, and motivated work climate. The success of KPI systems is greatly determined by their design process, which must be contextual and data-based, as well as their validation, which must meet scientific measurement principles. Therefore, companies need to ensure that KPI indicators are designed by considering job characteristics, strategic organizational goals, and technology support to guarantee accuracy and sustainability in performance assessment systems (Dama et al., 2022; Fanani & Astuti, 2023; Gouw et al., 2023; Kurnia et al., 2024; Sukmana, 2020).

3.2. Discussion

Based on systematic review results of various literature related to Key Performance Indicators (KPI) implementation in the context of employee performance, it can be concluded that KPI functions as a strategic measurement tool in identifying and evaluating the extent to which employees in an organization successfully achieve predetermined goals. The studies discussed show that KPI not only serves as a performance measurement tool but also as a crucial element in decision-making processes, strategic planning, and organizational development. However, despite this, there are several factors that influence KPI effectiveness in improving employee performance, which are important to analyze further.

First, one of the main elements affecting KPI implementation effectiveness is the quality and relevance of the indicators used. KPI that is not adjusted to job characteristics and strategic organizational goals tends to be ineffective in providing an accurate picture of employee performance. Research conducted by Putra (2022) using Business Model Canvas (BMC) and DEMATEL approaches shows that proper KPI design can identify deep and measurable quality targets that have significant impact on company operations. This indicates that to improve employee performance through KPI, it is important to design indicators that are integrated with the specific needs and characteristics of each organizational unit.

Furthermore, although several studies show a positive relationship between KPI implementation and employee performance improvement (as reported by Haholongan et al. (2022)), there are more complex nuances in field implementation. Some studies, for example by Anunggita & Tranggono (2024), reveal that although KPI is used to measure performance, such measurement does not always reflect optimal results. This occurs because not all applied indicators can measure all needed performance dimensions, or due to misalignment between applied KPI and long-term organizational goals. Therefore, it is important to ensure that applied KPI is not only numeric or quantitative but also includes qualitative aspects that can reflect organizational values and culture, as well as more holistic goal achievement.

Technology involvement in performance measurement also becomes an important aspect that needs further analysis. Research by Nurhazizah & Puspitasari (2023) using Support Vector Machine (SVM) algorithms to measure KPI-based employee performance shows that technology integration can improve evaluation accuracy and efficiency. In this context, technology provides potential to develop more adaptive and responsive KPI systems to changes, enabling organizations to monitor and evaluate employee performance more real-time and data-based. Therefore, appropriate technology implementation to support KPI systems in companies can not only improve evaluation quality but also create a more transparent work environment based on stronger evidence.

However, it should be noted that KPI implementation is not always without challenges. Although many studies state that KPI can improve productivity and employee performance (for example, research by Anita & Sabariah (2023)), it is important to remember that KPI that is not carefully designed or not well understood by employees risks reducing motivation or creating a pressured work atmosphere. Therefore, the key to KPI success lies in how companies can align KPI goals with employee intrinsic motivation, and how companies communicate KPI goals and benefits clearly to all involved parties. In this regard, the role of managers in

providing constructive feedback, as well as in creating open and transparent communication about performance, is very important to ensure that KPI can truly function as a driver of motivation and performance improvement.

This research confirms that Key Performance Indicator (KPI) implementation as an employee performance assessment system has proven effective in improving individual and organizational performance. KPI not only functions as an objective measurement tool to assess target achievement but also contributes to human resource development through structured reward systems, career paths, and training. Existing research results show that KPI can improve operational efficiency, work motivation, and create a more competitive and conducive work climate. Therefore, proper KPI design and validation are very important to ensure that performance assessment systems can run optimally and have a positive impact on overall employee performance.

Overall, it can be concluded that the success of KPI implementation in improving employee performance in companies greatly depends on several key factors, namely KPI design and relevance to organizational goals, technology use to support more accurate measurement, and good management of employee communication and motivation aspects. KPI implemented wisely and according to organizational context can function as an effective evaluation tool in improving performance and productivity, as well as encouraging the creation of a more positive and organized work culture. Therefore, this research provides important contributions in understanding the complexity of KPI implementation and provides recommendations for companies to design and implement KPI more effectively and in accordance with their strategic goals.

For managers or human resource practitioners, this research provides several important implications. First, it is important to design KPI that is relevant and contextual according to job characteristics and strategic organizational goals. The KPI design process must consider SMART principles so that it can be measured, achieved, relevant, and have clear time limits. Second, it is important for companies to validate KPI indicators using accurate and statistically accountable techniques so that measurement results can be relied upon. Additionally, technology implementation in KPI measurement, such as using sophisticated algorithms like Support Vector Machine (SVM), can improve efficiency and accuracy of performance assessment. Finally, effective KPI system implementation will also support increased employee motivation and performance, which ultimately has a positive impact on achieving overall organizational goals.

4. Conclusion

Key Performance Indicators are measurement tools that can be used to measure the performance of all employees. Companies that use Key Performance Indicators can accurately know employee performance. Based on the review of 30 articles, it can be concluded that Key Performance Indicator (KPI) implementation is an effective approach in improving employee performance in various types of organizations, including SMEs, hospitals, educational institutions, and large companies. KPI plays an important role as an objective measurement tool that supports company target achievement, reward system development, HR quality improvement, and conducive work atmosphere formation. Many studies show that KPI has positive and significant influence on performance improvement, both individually and organizationally. Key Performance Indicator (KPI) implementation proves to be an effective method in employee performance assessment across various industry sectors.

Various studies show that KPI can improve productivity, efficiency, and work quality, both at management and operational levels. KPI implementation also supports reward systems, career paths, training, and objective and structured evaluation. KPI indicator validation using SMART principles ensures accuracy and relevance in assessment. Additionally, analytical and technology approaches such as performance prism, AHP, OMAX, TLS, and Support Vector Machine also strengthen performance evaluation accuracy. Overall, KPI contributes positively and significantly in building an effective performance management system that is adaptive to company needs. Overall, KPI is a crucial instrument in adaptive and results-oriented performance management systems, and can be integrated with various managerial and technology approaches to support comprehensive organizational goal achievement. The recommendation from this research is that companies

must improve technology to support Key Performance Indicators for assessing employee performance so that the assessment is more accurate.

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