

Job enrichment on key performance indicators (KPI) as a measurement of increasing staff competency and performance appraisal

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ABSTRACT

Manufacturing companies that produce tobacco-based products not only face regulatory and marketing obstacles, but also intense competition between competitors. Companies can survive and develop their business, if they are supported by competent employees with high work performance. This research aims to measure performance assessment using an employee competency approach using key performance indicators (KPI) which are used as job enrichment instruments, as well as finding a competency development model through job enrichment treatment. The research took a sample of employees at PT. ITIC, Tbk at staff level from all areas of work in the company. Data was collected through work performance assessment documents and questionnaires, which were then analyzed using time series regression.

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1. INTRODUCTION

Improving employee work performance or productivity is a very important thing so that a company can develop and survive in an increasingly competitive situation. Especially in companies engaged in manufacturing which must be able to provide customer satisfaction. Improving employee work performance itself is not an easy thing, it requires a long process carried out by the company, starting from providing education and training, engineering the work environment to controlling established in the form of strict company rules, such as providing rewards and punishments to employees so that they are motivated to work. even better, and provide feedback that builds employees' careers and performance. On the one hand, companies that seek to increase employee competency using potential development strategies through education and training, as well as job enrichment, have considerations that require human resources to have strategic competencies that will be obtained from experience when dealing with certain situations. Companies need this capital to be able to adapt to unexpected situations, as is applied in the governance of manufacturing companies engaged in trading tobacco products, such as PT Indonesian Tobacco in Malang, East Java.

PT Indonesian Tobacco & International Company, Tbk (ITIC), is a manufacturing business organization that is engaged in processing tobacco leaves into products in the form of packaged sliced tobacco or known as Roll Your Own Tobacco Products which in market terms are Tobacco Rolled and packaged in bags in grammage, which have been processed and tasted and attached with cigarette paper which consumers can use to roll their tobacco as cigarettes. This company, which was founded in 1980, started the production process from home industry to manufacturing

with a production tonnage of around 250 tons to 300 tons per year, slowly but surely, increasing to around 500 tons to 600 tons per year. In this period, export sales to Malaysia, Singapore, Japan, and Aruba (South America). In an effort to improve the company's achievements, in 2017 it carried out ISO 9001:2015 certification and set up a business process administration system using SAP Business One. In 2018, production capacity increased to 1,800 tons per year, accompanied by the placement of new units in the form of machines in the primary processing line processing area to support increased performance and product quality. The growth and improvement of the tobacco company's work is of course supported by aspects of human resource management, where each human resource is related and has relevant relationships with each other, which is conditioned as work behavior. The formation of work behavior is the result of training, which is a necessity in an organization when carrying out direct work placements for each employee. However, it is not uncommon for new employees to often face difficulties in adjusting to work, roles and responsibilities. Therefore, job demands and employee capacity must be balanced, which the Company's HRD does in the form of orientation and training. Both programs are very necessary. After employees are given training and have skills in their work, employees need further improvement to make preparations for future responsibilities so that they are more mature in carrying out their work. Therefore, job demands and employee capacity must be balanced, which the Company's HRD does in the form of orientation and training. Both programs are very necessary. After employees are given training and have skills in their work, employees need further improvement to make preparations for future responsibilities so that they are more mature in carrying out their work. Therefore, job demands and employee capacity must be balanced, which the Company's HRD does in the form of orientation and training. Both programs are very necessary. After employees are given training and have skills in their work, employees need further improvement to make preparations for future responsibilities so that they are more mature in carrying out their work.

Performance assessment uses an employee participation approach, namely involving employees to prepare their own work plans or known as key performance indicators (KPI), which is one of the methods used by PT. ITIC, Tbk to assess the work performance of its employees. The aim of assessing employee work in general is to provide feedback to employees in an effort to improve their work performance and increase company productivity, and is specifically carried out in relation to various policies towards employees such as for the purposes of promotions, salary increases, education and training, etc. . Performance appraisal is not just assessing, namely looking at what aspects an employee is lacking or lacking (Indiyati et al., 2021), but more broadly, namely helping employees to achieve the work results expected by the company (Febrial Eka, 2020) and paying attention to employee development (Primadi Candra Susanto et al., 2023). Through KPI, companies can find out the development of competencies that are employees' strengths and weaknesses. So if there are still employees who need some training to improve their competence and work performance, the company can hold training programs and develop employee potential more effectively and independently.

On the one hand, there is a dynamic trend in organizations that must survive in global competition and strict regulations, so employee training and development encourages management to be able to develop every employee's potential so that they are able to handle every task, responsibility and heavier obligation. The KPI approach as a performance appraisal at PT ITIC, Tbk also functions as an analytical instrument to identify training needs (Training Need Assessment). The training needs analysis process planned and carried out by the management of PT ITIC, Tbk is to obtain a number of data about the conditions and needs of employees in carrying out their duties. (Mangkunegara, 2017) explained that training needs analysis helps every organization to find solutions to various problems in its efforts to improve employee work abilities. Therefore, training needs analysis, also known as TNA, can be carried out by utilizing employee KPI values as part of a performance analysis tool and individual competency analysis. This is a note for all organizations so that training needs analysis activities can be used as a reference and even a benchmark for organizers in preparing and implementing training programs, so that the training programs implemented are in accordance with the goals and objectives. Therefore, training needs analysis, also known as TNA, can be carried out by utilizing employee KPI values as part of a performance analysis tool and individual competency analysis. This is a note for all organizations so that training

needs analysis activities can be used as a reference and even a benchmark for organizers in preparing and implementing training programs, so that the training programs implemented are in accordance with the goals and objectives. Therefore, training needs analysis, also known as TNA, can be carried out by utilizing employee KPI values as part of a performance analysis tool and individual competency analysis. This is a note for all organizations so that training needs analysis activities can be used as a reference and even a benchmark for organizers in preparing and implementing training programs, so that the training programs implemented are in accordance with the goals and objectives.

Several researchers, as reported by (Sabuhari et al., 2020), explained that companies that implement the Human Capital Management management approach are basically related to values, so that management uses employee participation patterns (citizenship organization) by measuring work planning (Key performance indicators) in order to achieve various company goals. This means that every activity will be measured and carried out so that it can become the basis for developing competencies and guiding the management of HR as a company asset. Research report presented by (Yuli Prastiani, Joko Sabtohadhi, 2023); (Sasongko, 2022); and (Murtiningsih, 2019), provide almost the same view, that for companies that view employees as assets, management has the duty to provide adequate training, providing additional workload (job enlargement) and task enrichment (job enrichment) to help each employee improve their work performance, increase their professional competence which is better for the company's progress. The existence of training and measuring plans and work results through KPIs as well as enriching these tasks will open up opportunities for each employee to improve their skills and acquire skills that can develop their careers.

Referring to the problems and several research studies, it can be understood that job enrichment provided by management to employees, and involving employees in designing their jobs through KPIs is seen as being able to increase employee competence and work performance. So, from this description, the author considers it important to examine the implementation of KPI at PT ITIK, Tbk as a form of effort to involve employee participation in preparing work plans, evaluating work results and job enrichment as a tactical step in developing human resources within the company, which is predicted to increase work performance. employee.

2. RESEARCH METHOD

This research using a quantitative causality approach took a sampling of supervisors and senior staff at PT Indonesian Tobacco, Tbk from all departments. The entire population is 27 employees. Sampling was taken purposively with consideration of supervisory positions and senior staff who are members or coordinate work teams in various fields. Data is collected through KPI (key performance indicator) documents and capability questionnaires that measure employee competence in preparing HR development plans using various approach models. Next, the analysis is used using a time series analysis approach, namely statistical analysis used to predict future conditions. (Sugiyono, 2018) explains that time series analysis uses data related to time,

Al-Ghazali (2016) explains that this time series data regression model has special characteristics designed to capture dynamic properties. Researchers can carry out analysis by observing the lag value of the dependent variable or explanatory variable as a regressor, or considering the lag in the residual value, which can be used to model dynamic relationships. Researchers can use the auto regression (AR) model in forecasting. In this case, the KPI evaluation value given additional tasks (job enrichment) from sampling over a period of 6 months will be measured and used as a reference for determining training assessments as well as references for career promotion based on readiness to accept additional tasks and varied tasks.

3. RESULTS AND DISCUSSIONS

The results of observations on document data collected from the results of planning and evaluation activities for preparing KPIs at PT ITIC, Tbk as well as questionnaires to measure employee readiness in the job enrichment aspect, data was obtained which will be presented in the graph. Meanwhile, the criteria for determining KPI evaluation scores as a reference for employee enrichment assessment are designed in 5 competency criteria. These competency criteria are associated with a person's expertise or ability to do something. An employee is no exception, whose

competence will be measured and evaluated so that the employee remains able to complete his work tasks effectively. This competition assessment is also used as a performance assessment document, with the assumption that employee performance reflects their competence. Performance appraisals are carried out by HRD to ensure that the quality of human resources in the company is maintained as a whole. It turns out that the assessment process is not only seen from the individual's ability to complete the work, but there are several other standards and indicators that are crucial points that must be met and can explain the path towards achieving the company's vision.

According to Meier, et al. (Bayhaqi, 2020), that a company vision is a statement that provides an ideal picture of the hopes that the company wants to achieve, or in the form of a joint commitment between top management (directors) and all levels of human resources at every level in the organization. Meanwhile, the mission according to the views of Meier, et al. (Bayhaqi, 2020); (Febrial Eka, 2020), is a form of strategy for achieving the results of the vision. (Mangkunegara, 2017), explains that the mission is a very valuable tool for directing, planning and implementing the company's work steps. So the company's vision and mission are very important, because they reflect the company's characteristics in the eyes of consumers. According to (Robert Kreitner, 2014), one of the instruments for control, monitoring or evaluating work regarding the achievement of the mission being carried out requires key performance indicators (KPI). The use of KPI itself reflects employee competency, which includes employee credibility, dedication and commitment to the company.

Before creating clear and structured KPIs, a company must make several preparations, such as setting goals to be achieved, having a clearly defined business process, setting quantitative and qualitative measures according to the goals to be achieved and monitoring any conditions that occur and making necessary changes. necessary to achieve goals from short to long term. Because measurements are needed as stated by (Robert Kreitner, 2014), that KPI presents a series of measures that focus on PA indicators in PT. ITIC, Tbk is the most important for the company's current and future success. For this reason, the competency assessment scale based on KPI is determined based on the average value to reduce indicators that have a small influence on PA assessment at PT ITIC, Tbk by means of a cut off point, the maximum average value is added to the minimum average value and divided by two, if The mean value is relatively small compared to the cut off point, so this indicator is removed and deemed less relevant. The results of the KPI evaluation analysis are known as in the following table

Table 1. Competency Criteria Scale

Criteria	Achievement Weight	Description	Number of Staff (%)
2.0 – 2.5	40.5 – 52.4	Skills Below Standard. Have very low skills to be able to carry out regular KPI administration and reporting	1.8%
2.6 – 3.2	52.5 – 64.4	Limited Skills. Have limited skills to be able to carry out regular KPI administration and reporting; less able to carry out the process of monitoring performance achievements and KPIs running optimally	2.4%
3.2 – 3.7	64.5 – 76.4	Standard Proficiency. Have sufficient skills to manage KPI administration and reporting on a regular basis, and be able to ensure that the monitoring process for performance and KPI achievements runs optimally.	78.0%
3.8 – 4.4	76.5 – 88.4	Advanced Skills. Have the skills to plan, supervise and control the KPI administration and reporting process on a regular basis, as well as ensuring that the monitoring process for performance and KPI achievements runs optimally.	14.6%
4.5 – 5.0	88.5 – 100.0	Expert Skills. Have the skills to plan and develop innovation in managing employee performance management; able to ensure all performance management cycles can take place systematically and consistently.	3.6%

Source: HR Document. Department

In the criteria scale data which also states the percentage of staff who were given KPI training and obtained job enrichment and enlargement, it shows that 78% are at the level of having standard competency, 14.6% of staff have competency at advanced level, and 3.6% of staff have competency at expert level. However, there are 2.4% of staff who still have a limited level of competency, and there are even 1.8% of employees whose competency level is below standard. The KPIs designed by each department manager at PT ITIC, Tbk Malang are directly related to the vision, mission, values and strategic objectives from each perspective of the company's expectations, with the hope of becoming relevant and accurate information for the company's strategic and operational planning as a whole. The design of the PA assessment scale for each department at PT ITIC, Tbk as well as the personal PA assessment of employees using the KPI model is considered very important and provides various input regarding the need for human resource development through various approaches, from training, job enrichment and increasing workload on a regular basis. using KPI as a measuring tool. To achieve PA by considering employee efficiency and effectiveness, especially staff, namely assistant managers and section heads or supervisors at PT ITIC, Tbk is carried out with consideration; a) Performance measurement is the process of measuring employee efficiency and effectiveness in completing their main and additional tasks; b) performance measures are used in matrix form to measure the efficiency and effectiveness of the work methods used by employees; c) and as matrix data used to measure employee competency.

Furthermore, the results of the competency analysis and readiness to obtain job enrichment can be seen from the following graph.

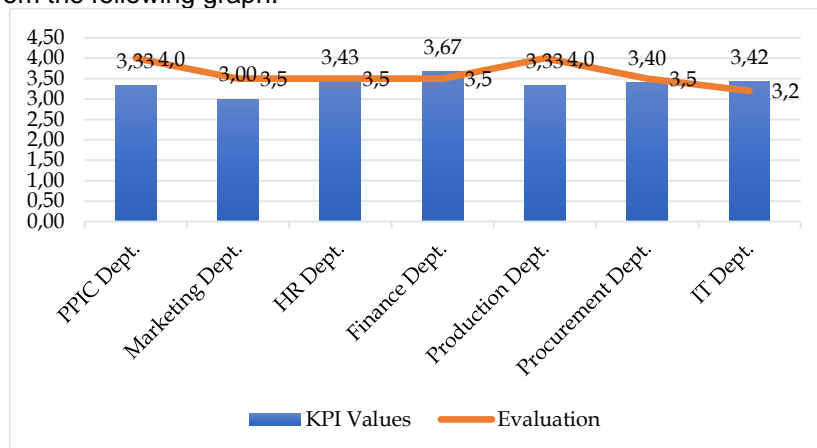


Figure 1. HR Competency Gap Analysis

Referring to the competency assessment scale, it can be seen that the PPIC department in carrying out its main task is to compile and handle orders for the production process; planning material and supporting material requirements; analyze product demand forecasts; and preparing a production process schedule based on the level of available raw materials, obtained a score of 4.0 with an achievement score of 3.3, which means the performance appraisal (PA) in the PPIC department is classified as sufficient while the competency is classified as standard. Then it was discovered that the marketing department received a PA score of 3.0, which means that the PA in the marketing department was at a fairly good level, while its competency was 3.5 at a standard or sufficient level. In the HRD department, the PA score was 3.4 with a fairly good category, while the competency score was 3.5 which is still considered standard. Likewise, the finance department, procurement and IT departments received PA scores that were quite good, with competencies that were classified as standard.

The competency assessment refers to the explanation of competency contained in the Employment Law No. 13 of 2003. According to the Employment Law, competency is a person's ability to recognize skills, insight and work attitudes that are in accordance with the standards and rules set by the company. So the hope of the management of PT ITIC, Tbk is that when employees have good

competencies, employees will be able to complete various jobs more effectively and efficiently so that the company or employees can achieve common goals. Next, for time series analysis, we will focus on modeling and forecasting using time series data which involves using time series data to create a model that will be used as a basis for forecasting. So with regard to the competency values taken from the evaluative analysis of KPI values with the enrichment of work tasks, periodic measurements of employee competency development are carried out. This can be seen from the following graph.

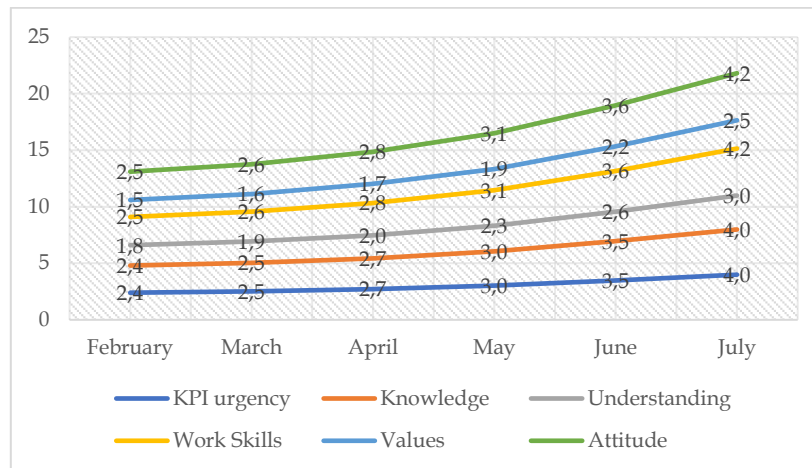


Figure 2. Development of Human Resources Potential

The results of employee competency analysis in all departments at PT ITIC, Tbk for one semester or six months showed that there was quite a satisfactory increase, namely reaching an increase of 60% and exceeding expectations, namely 30%. The KPI evaluation results in February increased by 5%, and employee competency continued to increase until June, increasing steadily by 13%. Accumulatively, employee competency as measured by KPI during the training period in January for KPI from February to July has increased to the level of advanced proficiency (table 1), namely employees have the skills to plan, supervise and control the KPI administration and reporting process on a regular basis. , as well as ensuring that the process of monitoring performance achievements and KPIs runs optimally.

Increasing employee competency includes all competency indicators which are elaborated by assessing employee PA to determine employee readiness to obtain task enrichment and increase workload. In graph 2, it is known that the urgency of KPI explains the stable increase in understanding, that at the beginning the explanation of the benefits and objectives of KPI is given to employees who understand enough, and the increase in competence from providing KPI explains that employees understand very well the benefits of KPI as management for increasing self-competence. , getting used to receiving enrichment and increasing workload. The urgency of KPI is a core competency, namely the employee's ability to follow the company's expectations which requires employee achievements and skills that are credible in their field and are universal in nature and can be applied to all levels of the company (Abubakar, Nuhu, & Shehu, 2020). Another aspect of competency concerns personal competency, such as work skills which are functional competencies. This competency explains various employee work activities and the results when they receive additional types of tasks outside their main duties, and apart from that, this competency also contains the knowledge that employees need to complete each work task. Then role competency, which explains the role of each employee in the company or with their work team. Attitude or work attitude is a behavioral competency in the form of skills, as well as the ability to behave when completing work tasks, starting from decision making, leadership, and so on. Attitude as one of the competency indicators is an assessment of technical competency, which in (Marta & Supartha, 2018) research, is referred to as work behavior that requires employee knowledge and skills related to the employee's ability and ability to complete their work responsibilities.

Competency assessment by utilizing KPI evaluation and job enrichment according to (Jannah, 2022; Primadi Candra Susanto et al., 2023) that the KPI evaluation approach is the most practical way applied by HR to obtain employee feedback data in completing their tasks, be it managers, fellow co-workers, even across divisions. According to the report by (Purba & Setiawan, 2020), the feedback that will be requested will cover many things, starting from performance, work competency, KPI fulfillment, daily behavior, and much more; and according to Bayhaqi's report (2020), the KPI method can be a relatively comprehensive method because it can obtain an accurate description of employee competencies. As stated by (Robert Kreitner, 2014), key performance indicators (KPI) can make it easier for companies to determine and measure the progress of all components in achieving company goals. (Nwakaego Chukuigwe, 2022), explains that companies need to carry out mission analysis, get to know each goal and all the needs set well, so to measure progress in achieving the stages of achieving these goals, work planning in the form of KPIs is needed as a measuring instrument.

The results of measuring the KPI of employees who in January had obtained job enrichment and job enlargement in each department resulted in results that universally depicted PA as reflecting employee competency as in the following graph.

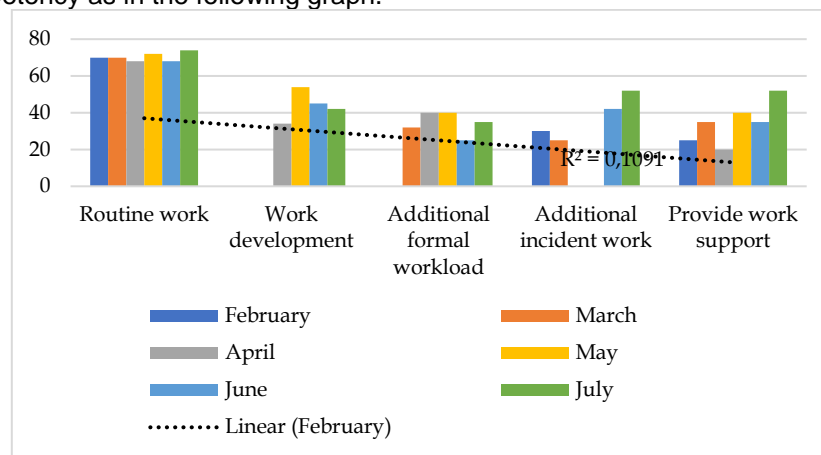


Figure 3. Monthly KPI Evaluation of Job Enrichment Implications

The preparation of work plans in the KPI model as shown in the graph (Figure 3) shows an increase in competency from time to time during the 6 month evaluation period. KPI by staff at PT. ITIC, tbk is designed to still include types of permanent or routine work according to employee job descriptions in their respective fields. Conceptually, routine tasks are work or tasks that are done every day, without seeking or waiting for orders from leadership to complete them (Khairina et al., 2022). Apart from routine duties, staff are given additional tasks, these tasks are reported in the monthly KPI evaluation, even though these additional tasks were not initially included in the work planning. In this case it can be exemplified, in the IT sector, when completing their routine tasks they still have to receive additional tasks from the leadership to design or improve work that is outside their main tasks. This is at PT. ITIC, tbk has two categories, namely formal additional tasks, namely additional tasks officially given and incidental tasks, namely tasks carried out to assist the tasks of the leadership or from other fields or departments.

The addition of tasks with what is known as job enrichment and job enlargement is a form of employee work development. In research by (Marta & Supartha, 2018; Niroula & Updhaya, 2023), it is stated that task development is a form of effort to improve employees' technical, conceptual and moral abilities according to the needs of the job or position by increasing workload and enriching the types of work. Research by Siruri and Cheche (2021), explains that task development is an educational and training process that can be carried out practically through task enrichment or through formal education. Then, in the aspect of adding load and job enrichment, the HR Department or leadership can carry out what is called workload analysis, namely a method for measuring workload according to the field of work and has the aim of planning and determining the number of employees required (Boon et al., 2018). Analysis of job enrichment by enriching tasks and adding

tasks at PT. ITIC, Tbk is a series of workload calculation processes related to the time to complete each job in the operational field, such as production, PPIC, procurement and marketing which is calculated based on targets and time as well as the number of employees who do the work optimally.

The coefficient of determination or R² value of 0.1091 can indicate that employee performance evaluation based on KPI and job enrichment from time to time for 6 months is able to contribute to an increase in employee competency by 11%. The process of preparing KPIs and adapting them to each field or department at PT ITIC, Tbk is accompanied by a strategy for implementing the Performance Management System. Each leader in each field or department is responsible for determining the types of routine tasks and clear achievement targets, controlling and supervising the work process and monitoring the quality of each achievement of work targets, as well as evaluating the results of the team's work. This is in accordance with the research report by Mac-Ozigbo, and Daniel (2020), that the role and duties of leadership or management in carrying out supervision and control through KPI as well as the process of developing employee competency are important things. Because the role of the leader must be more aware of the targets and goals as well as the competencies of the employees or their work team, and to whom and in what areas work additions and enrichment are given to their team members (Tumi et al., 2022).

At PT. ITIC, Tbk KPI ultimately becomes a performance appraisal instrument, namely an assessment of the work processes carried out and completed by each employee individually and in their respective teams, then evaluated and communicated in a joint monthly work report. In this process, each department can compare its work results, work methods and a set of standards that have been created over a monthly period as a basis for considering the development of work tasks. Utilization of KPI as an instrument in assessing performance or what is called Performance Appraisal, according to (Nwakaego Chukuigwe, 2022),

(Robert Kreitner, 2014), explain several considerations regarding the importance of assessing work results and providing feedback or evaluation openly or between fields. This urgency is according to the research report by Niroula and Updhaya (2023), that the assessment of work results from KPI can become the work standard for each employee; can be used as a measure of employee actual work performance in accordance with expected work standards. Apart from that, assessing work results based on work plans and targets (KPI) can be used as feedback for managers and employees to evaluate and review their work methods. as well as his/her condition during the process of completing work and in the work environment that can support improving the overall quality of work life (Mac-Ozigbo & Daniel, 2020); and is needed as study material to prepare a training needs analysis (Training Needs Assessment) (Tumi et al., 2022) as well as retraining and employee competency development (Olusanya, 2021). So with regard to the conception and research results that have been described, an analysis scheme for employee competence when given job enrichment can be described which can be used as a reference in employee career promotion, as follows.

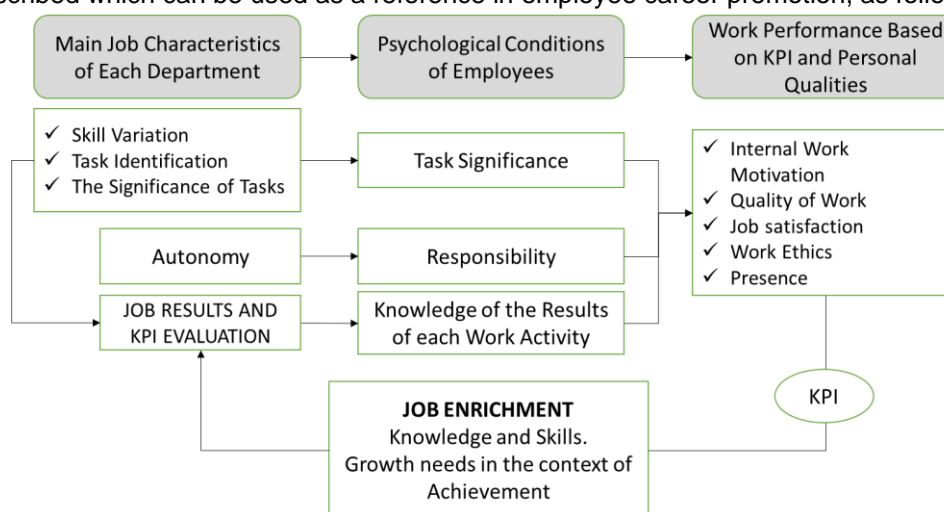


Figure 4. Competency Improvement Model through Job Enrichment KPIs

The employee competency improvement scheme is related to the concept of education and training. Education and training in the context of this research is a way to achieve HR competency development. (Mangkunegara, 2017), explains that human resource development cannot be separated from education and training patterns, and human resource development can run optimally if carried out with a planned, basic and systematic approach. Likewise in the pattern of HR competency development at PT. ITIC, tbk which is carried out by enriching and increasing workload using KPI as a measurement instrument is a pattern or method that is considered effective and achieves optimal results. The design of the scheme model provides an illustration that human resource development at PT. ITIC, tbk Malang uses an integrated approach to training and work (Integrated approach), which includes integration of general management with a functional HR perspective; between line managers and HR management staff; and company management and staff who are the targets of other training; and involving all departments at PT. ITIC, tbk as a whole.

The HR development strategy with a pattern of increasing employee competency is the result of evolutionary development over time which is in line with changes in the business environment which continues to develop dynamically (Sabuhari et al., 2020). The HR development strategy by utilizing KPI as a job enrichment and enlargement instrument used is considered effective even though it is still related to the company's philosophical commitment and vision set by PT. ITIC, tbk. Preparing an appropriate HR development strategy can be directed towards increasing competency to support technological change, planning a quality workforce, increasing employee participation, as well as building organizational commitment and maintaining employee satisfaction, all of these aspects are part of the organization's strategic planning (Mangkunegara, 2017).

Several studies that examine KPI as a PA measurement instrument are an analysis process designed as part of the analysis of considerations for promotion and career planning. This process is a form of practical training that utilizes KPIs and job enrichment as instruments for compiling job assessments (Hidayat, 2022; Indiyati et al., 2021). So the use of KPIs followed by job enrichment as a measuring tool for increasing competency and developing human resources must be aligned and adapted to the company's business needs (Murtiningsih, 2019). The practical training process through KPI evaluation followed by job enrichment also encourages HR management and top management to analyze the types of skills needed by employees in each field of work, analysis according to the level of difficulty of each task and the skills needed by each department for the company to develop (Purba & Setiawan, 2020). HRD or top management determines the level of expertise required by employees for each position or job, as well as determines the types of skills that can be mastered more quickly and skills that are considered important for employees to have immediately, even employees who do not have experience (Marta & Supartha, 2018). Implementation of the results of the analysis of KPI evaluation results which will be used as a reference for promotion of positions can certainly avoid overlapping loads and types of tasks by staff in each field or position,

Referring to the description of the research results and discussion presented, it can be seen that employee competence is an important indicator and has an impact on the company's success, because employee competence is related to the company's success in meeting market demand. Employee competency as measured by KPIs from job enrichment and enlargement in addition to routine tasks relates to employee knowledge and ability to carry out and complete work tasks for which they are responsible. (Fadzilah & Martono, 2016; Mangkunegara, 2017), explains that the higher the employee's competence, the more the company will develop. It can be interpreted that employee competency can help the company to recognize the employee's ability to make contributions in accordance with the company's vision and mission. Without relevant employee competency measurements, companies may experience obstacles in achieving their work targets, because employee competency plays a role in achieving the best success for the company (ABUBAKAR et al., 2020). This means that competency measurement is also important as an instrument for selecting candidates for positions and in the recruitment process. Developing human resources and increasing employee competency can also be done using various approaches, which at PT. ITIC, tbk uses job enrichment and enlargement into KPIs which are regularly evaluated and carry out motivational training on an ongoing basis, so that every staff in each department at PT. ITIC, Tbk can maintain the competencies it has achieved as achievements and can carry out

evaluations and improvements if they are deemed lacking or need to be developed further. If a company can have human resource assets with competencies that suit the company's needs, are of good quality and professional, it will be able to achieve success, because employee competency is the path to successful growth and development of the company (Nwakaego Chukuigwe, 2022).

4. CONCLUSION

Employee competency is the main key to improving employee performance as well as being an important factor in achieving company success in achieving the company's goals and capabilities in facing global competition. Therefore, every company considers it necessary to develop work quality to form competent employee competencies in their field. Education and training are strategic steps to improve employee competency, and education and training methods can be carried out formally or informally and practically, one of which is by using an integrated work approach through evaluating work results with the Key Performance Indicator (KPI) instrument. KPI is designed by adding various supporting tasks and additional tasks (job enrichment and job enlargement), the results of which can be measured and compared between performance appraisal scores on main tasks which remain stable even though employees obtain job enrichment and job enlargement. Meanwhile, evaluation and improvement of KPI planning is carried out continuously and reported every month, evaluating and providing motivation and problem solving. The results of this research can be concluded that the use of KPIs enriched with a variety of additional tasks (job enrichment) and incident and assistance tasks (job enlargement) as measurement instruments has the impact of increasing performance appraisal. The use of KPI as a measuring tool contributes to an increase in employee work competency by 11%, which gradually increases employee competency in various aspects, such as the meaning of work, soft skills, developing employee potential, work motivation and work attitudes as well as the ability to provide assistance to colleagues. For future researchers who will carry out the same study, they can develop the research and objectives they want to research and focus more on what is being researched. Apart from that, researchers must also understand the focus of the research that will be researched by increasing the number of literature studies related to the research focus, as well as increasing accuracy in the field of completeness of the data obtained.

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