

Analysis of Resilience and Competence on Employee Performance through Intervening Key Performance Indicator Variables

Primadi Candra Susanto^{1*}, Wastam Wahyu Hidayat², Tri Widyastuti³, Zahara Tussoleha Rony⁴, Josua Panatap Soehaditama⁵

¹Institut Transportasi dan Logistik Trisakti, ^{2,3,4}Universitas Bhayangkara Jakarta Raya, ⁵Institut Keuangan Perbankan dan Informatika Asia Perbanas

Corresponding Author: Primadi Candra Susanto Primstrisakti@gmail.com

ARTICLE INFO

Keywords: Resilience, Competence, Key Performance Indicator, Employee Performance

Received : 10, April

Revised : 18, May

Accepted: 22, June

©2023 Susanto, Hidayat, Widyastuti, Rony, Soehaditama: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

In this scientific article, the purpose of the study is to provide an overview of the variables that exist in the research article with existing results, also provide evidence of these results and provide reinforcement by researchers. It is expected that scientific articles provide a gap, which can provide a contribution to scientific results, the research method used is qualitative from the results of analysis of scientific articles originating from journals of national and international reputation with research results that are corroborated by researchers. The results of the research of the variables in this study than the variables found have a positive influence, proven by the exposure of scientific results, and this scientific article provides reinforcement of the results of existing research with research variables that have been previously studied. In this scientific article, it was found that there are several other variables that can be used in further research for the future or the next.

INTRODUCTION

Resilience and competence are two key factors that greatly affect employee performance. Let's take a closer look at how these qualities affect people's success in the workplace from an employee performance perspective, resilience plays a key role in maintaining overall motivation, productivity, and well-being. Resilient employees have a positive attitude and are resistant to setbacks and setbacks. Instead, they see these challenges as opportunities for growth and learning. When faced with a difficult project, stubborn employees persevere, adapt to new situations and look for alternative solutions. Their resilience allows them to get through difficult times, stay focused and deliver results in the face of uncertainty.

Ultimately, your ability to survive adversity will help you overcome obstacles and continue to do your best. Competency, on the other hand, refers to the knowledge, skills, and expertise that an employee brings to the role. Talented employees have a deep understanding of their business and industry-specific requirements. They are constantly striving to update their skills and stay abreast of the latest developments in their field. Competencies enable employees to perform their duties effectively, make informed decisions, and produce quality work. Competent employees can provide valuable insights, solve complex problems, and tackle new challenges with confidence. Their expertise not only improves individual performance but also has a positive impact on the productivity and success of the team and organization as a whole. When resilience and expertise come together, strong synergies are created that take employee performance to a new level.

Resilient and capable employees can effectively cope with the demands and pressures of their roles. You can adapt to changing circumstances, manage multiple priorities, and find innovative solutions. Combining resilience and competence allows employees to be more productive and more focused in stressful situations. You are willing to take on difficult tasks, push boundaries, and always strive for excellence. These people are valuable assets to the organization because their flexibility and expertise contribute to personal growth, teamwork, and organizational success. Competence can be developed through training. Qualification as a prerequisite for the performance of job duties (job requirements), either in full or in part, must belong to the employee during the performance of job duties. If this is not enough, these skills can be developed through training or other skill development methods (Boyatzis, 2008), along with the opinion (Parashakti et al., 2020) of employee competence according to needs and formation of employee motivation.

Employee resilience at work presented by the organization makes employees more able to produce performance and productivity expected by the organization, Research on individual resilience in an organizational context is still limited (Stajkovic, 2006), research is also related to the variables in this study, s In addition, despite the demand for a positive psychological approach to HRM, few organizations recognize the resilience that can be actively developed in HRM to improve individual well-being and performance. I think (Wang et al., 2014), Some companies offer continuing education such as skills or skills development,

or try to develop a strong workforce through HRM practices to compete in the market (Cooke et al., 2019). Employee resilience is also related to the psychology of the employees themselves which must be continuously monitored and built.

Employee performance in the organization is related to the assessment of work results as well as the required key performance indicators, the Company also needs to start improving the quality of its workforce. Key Performance Indicators (KPIs) help define and measure business objectives that are critical to the success/ongoing development of the operating organization or business. KPIs are very important for companies that implement a performance management system based on a measurable organizational performance perspective. Because this approach is the most common, KPIs are often included in the Balanced Scorecard (Setiawan & Purba, 2020), along with opinions (Lubis, 2018), one way to get good metrics to evaluate employee performance is to use the KPI methodology. KPIs compare what is created with what is defined. The success of the application depends on the implementation of a good maintenance strategy. Employees who have the ability, competence, performance and can also survive in accordance with the expectations of company or organization management usually have a management key performance index that meets expectations and the results they work with have been assessed.

This scientific article aims to provide an overview of the variables that exist in the article of this study with existing results also provide evidence of these results and provide reinforcement by researchers. It is expected that scientific articles provide a gap, which can contribute to scientific results.

THEORETICAL REVIEW

Key Performance Indicators

According to (Lubis, 2018) Key Performance Indicators (KPIs) are a set of important measurable indicators that provide insight into how well an organization achieves its strategic success goals, targets to benchmark KPIs and time periods or cycles.

Resilience

According to Tang, C. S. (2010) Organizations that survive or are sustainable are organizations that understand risks, anticipate and mitigate their impacts, and are able to recover quickly from disasters and crises, then according to (Mader et al., 2019) resilience is an organization that can adapt to change and survive in an environment of uncertainty and instability.

Employee Performance

According to (Zhang, 2010) employee performance is often associated with the company's commitment to new product development (known as innovation), profits achieved, revenue growth, and market share, then according to (Pattnaik & Pattnaik, 2021) employee performance is personal and related to the employee's work. Statements about the performance of employees including for the achievement of company goals and expectations of interest groups.

Competence

According to (Edison et al., 2016) competence is a person's ability to do his job well and benefit from his knowledge, skills, and attitudes.

METHODOLOGY

The research method used is qualitative from the results of analysis of scientific articles originating from journals of national and international reputation with research results corroborated by researchers. The following below is metric table 1 for the description of scientific articles that are findings in supporting and proving this scientific article as follows;

Table 1. Journal and Publisher Distribution

No	Article Name	Authors	Journal	Publisher	Years
1.	Effect of Training, Competence, and Discipline, on Employee Performance In Company (Case Study In PT. Asuransi Bangun Askrida)	(Waris, 2015)	Procedia - Social and Behavioral Sciences 211 (2015) 1240 – 1251	Elsevier	2015
2.	Influence of Training, Competence and Motivation on Employee Performance, Moderated By Internal Communications	(Subari & Raidy, 2015)	American Journal of Business and Management Vol. 4, No. 3, 2015, 133-145	World Scholars	2015
3.	The Influence of Work Environment and Competence on Motivation and Its Impact on Employee Performance in Health Sector	(Parashakti et al., 2020)	Advances in Economics, Business and Management Research, volume 135	Atlantic Press	2020
4.	Conceptual Framework for Holistic Dialysis Management Based on Key Performance Indicators	(Liu & Itoh, 2013)	<i>Therapeutic Apheresis and Dialysis</i> 2013; 17(5):532–550	Therapeutic Apheresis and Dialysi	2013
5.	Development of performance metrics for phase-based capital project benchmarking	(Yun et al., 2016)	International Journal of Project Management 34 (2015) 389–402	Elsevier Ltd	2016

6.	A Systematic Literature Review of Key Performance Indicators (KPIs) Implementation	(Setiawan & Purba, 2020)	JOURNAL OF INDUSTRIAL ENGINEERING & MANAGEMENT RESEARCH	Jiemar	2020
7.	Well-being-oriented human resource management practices and employee performance in the Chinese banking sector: The role of social climate and resilience	(Cooper et al., 2019)	Hum Resour Manage. 2018;1-13	Wiley Periodicals, Inc	2019
8.	Emotional Resilience and Employee Performance of Commercial Banks in South-East Nigeria	(nwabuike.et al., 2022)	Annals of Human Resource Management Research (AHRMR) ISSN: 2774-8561, Vol 2, No 2, 2022, 105-115	arachieaustine	2022
9.	Organizational resilience and employee performance: the mediation of perceived organizational support in the Indian HEIs	(Sihag & Dhoopar, 2022)	International Journal of Productivity and Performance Management	Emerald Publishing	2022
10.	Task Challenge and Employee Performance: A Moderated Mediation Model of Resilience and Digitalization	(Saleem et al., 2023)	<i>Behav. Sci.</i> 2023, 13, 119	MDPI	2023
11.	Performance indicators for supply chain resilience: review and conceptual framework	(Singh et al., 2019)	Journal of Industrial Engineering International	Springer	2019
12.	An Assessment Model for Hospital Resilience according to the Simultaneous Consideration of Key Performance Indicators: A System Dynamics Approach	(Pishnamazzadeh et al., 2020)	Perioperative Care and Operating Room Management 20 (2020) 100118	Elsevier Ltd	2020
13.	Prioritisation of resilience criteria and performance indicators for road emergencies crisis	(Aziz et al., 2022)	Journal of Financial Management of Property and Construction	Emerald Publishing	2022

response: an analytic hierarchy process (AHP) approach					
14.	Supply chain resilience and its key performance indicators: an evaluation under Industry 4.0 and sustainability perspective	(Patidar et al., 2022)	Management of Environmental Quality: An International Journal Vol. 34 No. 4, 2023 pp. 962-980	Emerald Publishing	2022
15.	Supply chain resilience and key performance indicators: a systematic literature review	(Karl et al., 2018)	Production, 28, e20180020, 2018		2018

RESULTS

From the results of the explanation above, it will be described in the description of these scientific articles as follows:

Implementation of Resilience with Key Performance Indicators

Study from (Singh et al., 2019) with the aim of research on supply chain sustainability and identification of indicators that help improve performance and make supply chain sustainable, with the results of classification research and literature analysis collected, seventeen indicators of sustainable supply chain development were identified, This indicator will be used to develop a supply chain resilience framework to help supply chain managers identify and respond to disruptions, the next study from (Pishnamazzadeh et al., 2020) with the aim of research to conduct approach in improving hospital performance is performance modeling from a sustainability planning perspective, with the results of the study shows that staffing factors have a significant impact on hospital sustainability and these changes can lead to decreased efficiency. In addition, the number of beds can significantly change a hospital's sustainability rate.

Article from (Werner et al., 2021) with the aim of empirically examining the effect of non-financial KPIs on the creation of organizational flexibility. Detailed case studies were conducted in two companies in the metalworking sector in Brazil, the results of which were real, 29 KPIs (20 of which were empirically identified) and 13 resistance factors were discussed. Since every company's organizational strategy is different, each case represents a key KPI to help build organizational resilience, future studies from (Patidar et al., 2022) with the research objective of increasing supply chain transparency (SC) can help improve supply chain resilience. Bringing together key technologies of SC and Industry 4.0 creates SC visibility and sustainability. It also facilitates intelligent decision making and makes SC intelligent. However, there is little research on how Industry 4.0 technologies can impact SC's resilient key performance indicators (KPIs) and help achieve sustainability, with research results showing that time orientation (TO) and organization (OR) are different criteria to more significant TOs, the most important KPIs to pay attention to are time to delivery,

time to market, and frequency of risk assessment, The value of KPIs is enhanced by blockchain, big data, and cyber physical systems, which also contribute to SC's financial, environmental, and social sustainability and generate better forecasts, smart contracts, and decisions, transmitting information in real time.

The next study from (Karl et al., 2018) with the aim of research to examine the impact of non-financial key performance indicators (KPIs) on supply chain sustainability, with the results of KPI research that significantly affect sustainability including order and delivery times, on-time delivery, supplier delivery, and customer satisfaction, further studies from (Aziz et al., 2022) The purpose of this study is to develop a road traffic accident management emergency preparedness framework for law enforcement agencies in the United Arab Emirates, the results of the study ten important aspects of emergency preparedness are identified, classified and validated. These aspects are then grouped into three distinct target groups: response planning, resources, training and coordination; information and communication management; risk and threat assessment; and early warning, legal and institutional frameworks, asset recovery and protection initiatives. In addition, the results show the relative importance of the sub-criteria of each criterion and validate a large number of key performance indicators (KPIs) for the top six rating criteria.

From the results of the research collected, the results of research with proof that there is an influence or relationship between variables.

Implementation of Resilience with employee performance

In the elaboration of scientific articles in the metric table above, several existing research results were found related to resilience variables with employee performance starting from proprietary studies (Cooper et al., 2019) with the aim of examining the relationship between health-oriented human resource management (HR) practices and employee performance from the perspective of positive psychology and social relations, The result of this study is as one of the first studies to examine social mechanisms, especially group feelings towards the social climate, where welfare-oriented HRM practices improve the development of resilience and subsequent employee performance in the workplace, the next study from (nwabuikie et al., 2022) research objectives to test resilience and emotional performance in commercial banks in Southeast Nigeria. Of particular focus is the extent to which employees' emotional literacy affects performance at these banks, the results of the study The correlation coefficient represented by R is 0.915, which means 92 percent of the relationship between variables, while R-squared, which represents the coefficient of certainty, shows that 84 percent of changes in employee performance are due to changes in employees' emotional intelligence, subsequent studies from (Sihag & Dhoopar, 2022) With the aim of the study investigating how organizational resilience and perceived organizational support affect employee performance during a crisis of this magnitude, as well as how POS mediates the relationship between ORes and EP, the results of the study support the full role of POS in mediating the relationship between OR and EP suggesting that OR and POS can help improve employee performance levels in HEIs.

Implementation of Employee Performance with Key Performance Indicators

Starting from the article belonging to (Liu & ; Itoh, 2013) the purpose of the study is to develop a theoretical model of holistic hospital management based on performance indicators that can be used in Japanese hospitals, clinics, and departments that provide dialysis care, the results of the study form a theoretical framework of performance measurement for holistic dialysis management, within this framework, performance indicators are mainly separated into performance forming factors and treatment Health outcomes, the next study from (Yun et al., 2016) with the aim of performance metrics research for phase-based benchmarking is presented, these metrics can be used as leading and lagging indicators, with the results of research on the usefulness of frameworks and metrics to monitor project progress during the implementation of capital projects, subsequent studies from (Setiawan & ; Purba, 2020) research objectives to identify Key Performance Indicators (KPIs) and categorize them according to performance measurement to improve organizational performance under optimal management, with the results of KPI research has the power to change employee behavior and deliver results in a variety of contexts, including improving financial performance or improving operational efficiency, KPIs help implement continuous performance measurement, KPIs should improve the way you manage your organization as a result.

Thus, the existing evidence from the results of research that has been found and presented in this scientific article is true that employee performance variables with key performance indicators have a relationship with existing and proven research results.

Implementation of Competence with Employee Performance

Study from (Waris, 2015) with the aim of looking for the influence between training, competence and discipline with employee performance variables, with the results that training has a positive influence on employee performance, competence has a positive influence on employee performance, and discipline has a positive influence on employee performance., further studies from (Subari & ; Raidy, 2015) with research objectives examines the factors affecting the performance of PDAM workers in East Java, with the results of all hypotheses except hypothesis three confirmed, because motivation has no significant effect on performance. This also led to hypothesis six, The importance of internal communication moderating the influence of motivation on performance, which was not tested. The next study from (Parashakti et al., 2020) with the aim of research examines how competence and work environment affect motivation and how it affects employee performance at Masmitra Hospital, with the results of research Work Environment (X1) and Competency (X2) have a beneficial and significant influence on Performance (Z), both directly and indirectly through Motivation (Y).

It is proven that there is an influence between the competence variable and the employee performance variable from the results of the articles described and

found, besides that there are also other variables used in the scientific article mentioned above.

CONCLUSIONS AND RECOMMENDATIONS

To answer the objectives of the study, from the variables in this study, the variables found have a positive influence, proven by the exposure of scientific results, and this scientific article provides reinforcement of existing research results with research variables that have been previously studied. In this scientific article it was found that there are several other variables that can be used in further research for the future or the next.

FURTHER STUDY

Other variables contained in the research results of several scientific articles related to the variables used, further research is hoped that readers can complete the deficiencies in this research so that research continues towards perfection and can add to the knowledge of human resources for this article and can be used as a reference for researchers other

ACKNOWLEDGMENT

Thanks to Allah Almighty, with the abundance of grace and grace, the writer was able to complete the literature review study article in a timely manner, thanks to the previous researchers whose articles were used as a reference and to the Indonesian Journal of Business Analytics (IJBA) Formosa Publisher for publishing this article.

REFERENCES

- Aziz, Z., Alzaabi, E., & Syazli Fathi, M. (2022). Prioritisation of resilience criteria and performance indicators for road emergencies crisis response: an analytic hierarchy process (AHP) approach. *Journal of Financial Management of Property and Construction*. <https://doi.org/10.1108/JFMPC-11-2021-0065>
- Boyatzis, R. E. (2008). "Competencies in the 21st century", *Journal of Management Development Vol. 27 No. 1*.
- Cooke, F. L., Cooper, B., Bartram, T., Wang, J., & Mei, H. (2019). Mapping the relationships between high-performance work systems, employee resilience and engagement: A study of the banking industry in China. *The International Journal of Human Resource Management*, 30(8), 1239–1260.
- Cooper, B., Wang, J., Bartram, T., & Cooke, F. L. (2019). Well-being-oriented human resource management practices and employee performance in the Chinese banking sector: The role of social climate and resilience. *Human Resource Management*, 58(1), 85–97. <https://doi.org/10.1002/hrm.21934>
- Edison, E., Anwar, Y., & Komariyah, I. (2016). *Manajemen Sumber Daya Manusia, Bandung: CV. Alfabeta*.

- Karl, A. A., Micheluzzi, J., Leite, L. R., & Pereira, C. R. (2018). Supply chain resilience and key performance indicators: A systematic literature review. *Production*, 28. <https://doi.org/10.1590/0103-6513.20180020>
- Liu, H. C., & Itoh, K. (2013). Conceptual Framework for Holistic Dialysis Management Based on Key Performance Indicators. *Therapeutic Apheresis and Dialysis*, 17(5), 532–550. <https://doi.org/10.1111/1744-9987.12019>
- Lubis, P. I. (2018). *Penilaian Kinerja Karyawan Menggunakan Metode Key Performance Indicators (KPI)(Studi Kasus: Cv. Bunda Bakery Pekanbaru)*. Universitas Islam Negeri Sultan Syarif Kasim Riau.
- Mader, D., Vitters, C., & Kingery, J. (2019). Enterprise risk management in government: Building a successful program in a complex environment. *The Journal of Government Financial Management*, 68(2), 40–45.
- Narpati, Bintang, Sabila, Difa Mulki, Hidayat, Wastam Wahyu, Panday, Rorim, Rossa, Elia, Employee Performance Affected By Work Rotation and Training, *Jurnal Ilmiah Akuntansi dan Manajemen*, Vol. 18. No.1, 16-22.
- Pasaribu, R., Adler Haymans Manurung, & Tussoleha Rony, Z. (2022). The Effect Of Leadership, Employee Performance, Motivation And Information Technology On Employee Job Satisfaction Moderated By Age Of Employees At Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kota Bekasi.
- Parashakti, R. D., Fahlevi, M., Ekhsan, M., & Hadinata, A. (2020). *The Influence of Work Environment and Competence on Motivation and Its Impact on Employee Performance in Health Sector*. 135(Aicmbs 2019), 259–267. <https://doi.org/10.2991/aebmr.k.200410.040>
- Patidar, A., Sharma, M., Agrawal, R., & Sangwan, K. S. (2022). Supply chain resilience and its key performance indicators: an evaluation under Industry 4.0 and sustainability perspective. *Management of Environmental Quality: An International Journal*. <https://doi.org/10.1108/MEQ-03-2022-0091>
- Pattnaik, S., & Pattnaik, S. (2021). Exploring employee performance dimensionality in Indian public sector units. *International Journal of Productivity and Performance Management*, 70(3), 657–674. <https://doi.org/10.1108/IJPPM-08-2019-0374>
- Phina, O. N., Patrick, O. A., & Nwabuike, C. (2022). Emotional Resilience and Employee Performance of Commercial Banks in South-East Nigeria. *Annals of Human Resource Management Research*, 2(2), 105–115. <https://doi.org/10.35912/ahrmr.v2i2.1352>
- Pishnamazzadeh, M., Sepehri, M. M., & Ostadi, B. (2020). An Assessment Model for Hospital Resilience according to the Simultaneous Consideration of Key Performance Indicators: A System Dynamics Approach. *Perioperative Care and Operating Room Management*, 20(April), 100118. <https://doi.org/10.1016/j.pcorm.2020.100118>

- Rony, Zahara Tussoleha (2020) *Competency Model Of Employee Performance Appraisal Preparation In The Company Construction: A Qualitative Method (Case Study In A Private Construction Company In Indonesia 2018-2019)*. Competency Model Of Employee Performance Appraisal Preparation In The Company Construction: A Qualitative Method (Case study in a private construction company in Indonesia 2018-2019), 11 (12). pp. 2071-2077.
- Saing, Bungaran, Wahyu Hidayat, Wastam, Peningkatan Kinerja Karyawan melalui Penempatan dan Motivasi pada PT. Multi Kimia Inti Pelangi, JEMMA (Journal of Economic, Management and Accounting), Vol.5. No.2, 118-130.
- Saleem, I., Qureshi, T. M., & Verma, A. (2023). Task Challenge and Employee Performance: A Moderated Mediation Model of Resilience and Digitalization. *Behavioral Sciences*, 13(2). <https://doi.org/10.3390/bs13020119>
- Setiawan, I., & Purba, H. H. (2020). A Systematic Literature Review of Key Performance Indicators (KPIs) Implementation. *Journal of Industrial Engineering & Management Research*, 1(3), 200–208.
- Sihag, P., & Dhoopar, A. (2022). Organizational resilience and employee performance: the mediation of perceived organizational support in the Indian HEIs. *International Journal of Productivity and Performance Management*. <https://doi.org/10.1108/IJPPM-07-2021-0387>
- Singh, C. S., Soni, G., & Badhotiya, G. K. (2019). Performance indicators for supply chain resilience: review and conceptual framework. *Journal of Industrial Engineering International*, 15(0123456789), 105–117. <https://doi.org/10.1007/s40092-019-00322-2>
- Stajkovic, A. D. (2006). Development of a core confidence-higher order construct. *Journal of Applied Psychology*, 91(6), 1208.
- Subari, S., & Raidy, H. (2015). Influence of training, competence and motivation on employee performance, moderated by internal communications. *International Journal of Economic Research*, 12(4), 1319–1339. <https://doi.org/10.11634/216796061504678>
- Supriyadi Supriyadi, Widyastuti, Tri, Soehardi, Soehardi, Pengaruh Budaya Organisasi, Kompetensi Dan Kompensasi Terhadap Kinerja Pengawas Ketenagakerjaan Pada Ditjen Pembinaan Pengawasan Ketenagakerjaan Dan K3 Kemnaker RI, Jurnal Ilmiah Manajemen Ubhara, Vol.2. No.1, 2020
- Wang, J., Cooke, F. L., & Huang, W. (2014). How resilient is the (future) workforce in China? A study of the banking sector and implications for human resource development. *Asia Pacific Journal of Human Resources*, 52(2), 132–154.
- Waris, A. P. M. dan A. (2015). Effect of Training, Competence and Discipline on

- Employee Performance in Company (Case Study in PT. Asuransi Bangun Askrida). *Procedia - Social and Behavioral Sciences*, 211, 1240–1251. <https://doi.org/10.1016/j.sbspro.2015.11.165>
- Werner, M. J. E., Yamada, A. P. L., Domingos, E. G. N., Leite, L. R., & Pereira, C. R. (2021). Exploring Organizational Resilience Through Key Performance Indicators. *Journal of Industrial and Production Engineering*, 38(1), 51–65. <https://doi.org/10.1080/21681015.2020.1839582>
- Widyastuti, Tri, Parianom, Raden, Permana, Erwin, Green Intellectual Capital and Sustainability Performance Companies in Indonesia, *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, Vol.12, Issue. 14, 5555-5565.
- Yun, S., Choi, J., de Oliveira, D. P., & Mulva, S. P. (2016). Development of performance metrics for phase-based capital project benchmarking. *International Journal of Project Management*, 34(3), 389–402. <https://doi.org/10.1016/j.ijproman.2015.12.004>
- Zhang, J. (2010). Employee orientation and performance: An exploration of the mediating role of customer orientation. *Journal of Business Ethics*, 91, 111–121.