

Research Article

Implementation of Key Performance Indicator (KPI) System, Absence and Organizational Culture on Employee Performance at PT. Prima Husada Cipta Medan

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Abstract: This study aims to analyze the effect of the implementation of the Key Performance Indicator (KPI) system, absenteeism, and organizational culture on employee performance at PT Prima Husada Cipta Medan. The background of the study is based on the suboptimal employee performance as indicated by the continued discrepancy in the achievement of performance indicators, a relatively high level of absenteeism in certain periods, and the uneven internalization of organizational culture. This study uses a quantitative approach with a causal associative method. Data were obtained by distributing questionnaires to 135 employees determined using the Slovin formula. Data analysis techniques used include validity tests, reliability tests, classical assumption tests, and multiple linear regression analysis with the help of the SPSS program. The results of the study indicate that the partial implementation of the KPI system, absence, and organizational culture have a positive and significant effect on employee performance. Simultaneously, these three independent variables also have a significant effect on employee performance. These findings indicate that effective KPI implementation, disciplined absence management, and consistent strengthening of organizational culture can improve employee performance. This research is expected to be a consideration for management in improving human resource management in a sustainable manner.

Keywords: Absenteeism Management; Employee Performance; Human Resource; KPI System; Organizational Culture

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1. Introduction

PT Prima Husada Cipta Medan is a company engaged in the healthcare sector with a wide range of services, ranging from providing healthcare facilities and laboratory services to providing public health services. A service-oriented company, PT Prima Husada Cipta Medan requires all employees to work professionally, effectively, effectively in order to provide the community the most service possible. With increasing competition in the healthcare sector, the company is required to have a strong human resource management system to improve service quality and maintain public trust.

Within PT Prima Husada Cipta Medan, several phenomena are still found that indicate a mismatch between company expectations and the reality on the ground. Some employees still lack discipline in carrying out their duties, have low awareness of established performance targets, and the absence of a structured performance measurement system. This phenomenon creates a gap between the company's expected standards and actual employee performance achievements. Improving employee performance is essentially intended to achieve company

goals by optimizing individual roles, responsibilities, and productivity (Agustina & Nelson, 2025). Achieving the company's goal and objective, especially in delivering high-quality healthcare services, is closely tied to high staff performance. Companies need to continuously evaluate and improve the existing performance appraisal system so that each employee can be motivated and work towards set targets (Aditya et al., 2024).

Based on pre-survey conducted among PT Prima Husada Cipta Medan employees revealed differing perceptions regarding positive aspects of what should be going well within the company. You can see the findings from the preliminary survey in Table 1 below:

Table 1. Results of Pra-Survey Employee Performance.

No	Statement	Agree		Don't agree	
		Amount	%	Amount	%
1	The company provides objective and fair performance assessments.	8	27%	22	73%
2	Reward system according to employee performance	13	43%	17	57%
3	The work targets set by the company are realistic and achievable.	11	37%	19	63%
4	Communication between leaders and employees runs well	14	47%	16	53%

Source: Researcher Data Processing, 2025.

The favourable claims about the firm were met with more disagreement than agreement, as seen in Table 1. This indicates that although the company formally has a good work system, there is still a lack of alignment in its implementation. Reasons cited for this disagreement include subjective assessments, rewards that do not align with contributions, work targets that are considered too high, and lack of transparency in leadership communication.

One way to address these issues is through the implementation of a Key Performance Indicator (KPI) system. KPIs are performance management instruments used to measure employee achievement quantitatively and objectively (Setiawan et al., 2023). With KPIs, companies can establish clear, transparent, and easily understood performance benchmarks for all employees. This is expected to increase motivation, accountability, and clarity of direction in work. The results of the pre-survey indicate a discrepancy between company expectations and employee perceptions regarding the implementation of KPI as a performance improvement instrument, as seen in Table 2:

Table 2. Results of Pra-Survey on KPI Implementation.

No	Statement	Agree		Don't agree	
		Amount	%	Amount	%
1	Implementing KPI helps employees understand performance targets.	12	40%	18	60%
2	KPI makes performance assessment more objective and transparent	14	47%	16	53%
3	KPI encourages employees to work more disciplined	9	30%	21	70%
4	KPI increases employee motivation in achieving company goals	8	27%	22	73%

Source: Researcher Data Processing, 2025.

The table above shows that most employees still feel that the implementation of KPIs is not fully meeting their needs. Reasons frequently cited include a lack of public awareness of performance indicators, concerns that KPIs only add administrative burdens without

providing direct benefits, and the perception that KPIs are not entirely fair in assessing individual performance.

Research supports the implementation of KPIs as a strategy to improve employee performance. Agustina & Nelson (2025) research showed that KPI implementation had a positive and significant impact on improving employee performance in the service sector. Danang et al (2024) research found a different finding, stating that KPI implementation actually had a negative impact because it created excessive work pressure and reduced employee motivation. These differing research findings indicate that the success of KPI implementation depends heavily on the appropriateness of the implementation to the organization's conditions.

One form of disciplinary problem that frequently arises is the relatively high level of employee absenteeism during certain periods. Employee absences, whether due to personal or non-personal reasons, can directly impact the effectiveness of teamwork and the achievement of work unit targets (Nurhasanah, et. al. 2024). The following is a recapitulation of employee absences at PT Prima Husada Cipta Medan from 2023 to 2025.

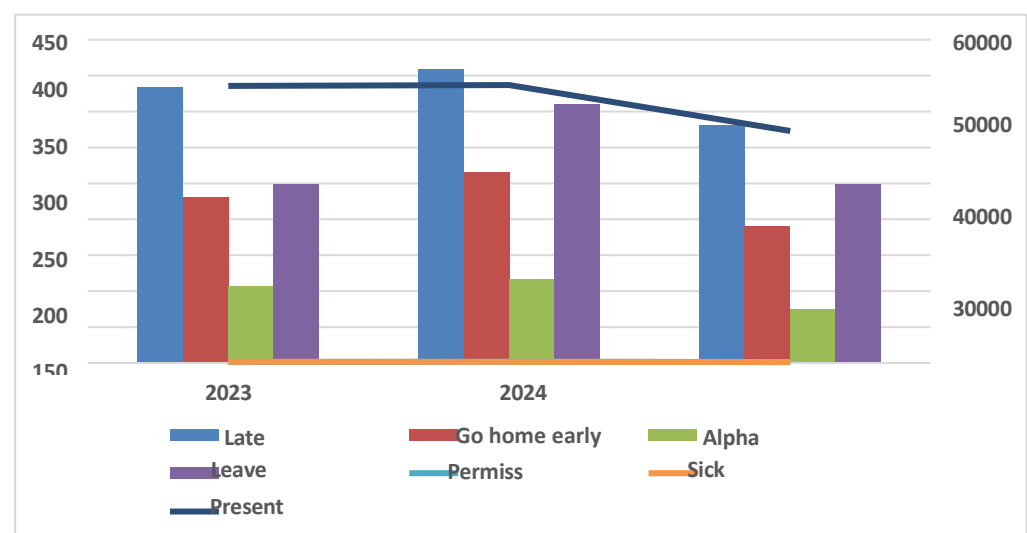


Figure 1. Recapitulation of Employee Absences at PT Prima Husada Cipta Medan for 2023-2025.

Source: PT Prima Husada Cipta Medan 2025.

Employees at PT Prima Husada Cipta Medan have the highest number of absences, both from being late, going home early, alpha, leave, sick leave in 2024. The high level of absence is one indicator of low employee commitment and work discipline, thus potentially reducing overall performance. A regular and data-based attendance system can help management monitor employee discipline and become the basis for evaluation in the performance appraisal process. Good attendance management is also an important part of improving employee performance at PT Prima Husada Cipta Medan.

Research that supports the positive influence of absence on employee performance is research conducted by Nurhasanah et al (2024) that consistent presence enables good collaboration with coworkers, participation in the office space, and supports employee productivity.

Organizational culture is also a significant factor influencing employee behavior and performance. PT Prima Husada Cipta Medan embraces corporate values such as trustworthiness, competence, harmony, loyalty, adaptability, and collaboration. However, initial observations revealed that employees still do not fully reflect these values in their daily work behavior. This is evident from differences in communication patterns between employees, suboptimal team collaboration, and a lack of consistency in the application of corporate values in each work unit. The results of a pre-survey regarding organizational culture among employees at PT Prima Husada Cipta Medan are presented in Table 3.

Table 3. Results of Pra-Survey Organizational Culture.

No	Statement	Agree		Don't agree	
		Amount	%	Amount	%
1	The company's values (trustworthy, competent, harmonious, loyal, adaptive, collaborative) have been consistently applied in the work environment.	13	43%	17	67%
2	Communication between employees and management is open and effective	12	40%	18	60%
3	Teamwork in the company is going well	10	33%	20	67%
4	The organizational culture encourages me to work more professionally and responsibly.	11	37%	19	63%

Source: Researcher Data Processing, 2025.

Based on the pre-survey results above, it appears that the majority of employees believe that the company's organizational culture is not yet optimal. Some of the reasons cited include differences in the application of company values between work units, ineffective communication, and inconsistent teamwork. This phenomenon indicates that the internalization of organizational culture is not yet evenly distributed, which can impact employee motivation and work attitudes, ultimately impacting employee performance.

Research conducted by (Ridho et al, 2024; Balau et al, 2021) found that organizational culture significantly influences employee performance. This research disagrees with research conducted by (Febrianti & Hakim, 2025) that found organizational culture had no effect on employee performance.

2. Theoretical Study

Implementation of the Key Performance Indicator (KPI) System

Key Performance Indicators (KPI) are an effective method for assessing a company's performance. Determining KPI and achieving targets cannot be done without careful consideration and must be selected and determined using appropriate and systematic methods (Aditya et al., 2024).

The implementation of Key Performance Indicators (KPI) is a company's action to use KPIs as a tool to measure employee performance. According to Herusetiyati et al., (2024), the dimensions of Key Performance Indicators (KPI) are: Financial Aspects, Marketing Aspects, and Human Resources Aspects.

Absence

Both authorized and unauthorized absences will continue to contribute to a business's absenteeism rate. Employee attendance is crucial for an organization or company to achieve its goals, impacting individual employee discipline and performance. Specialized data collection is required to accurately and real-timely record work activities, as well as record absences. One way to create a robust attendance information system is to utilize computer technology, such as a web-based attendance application (Nurhasanah et. al., 2024).

Absence is a routine activity carried out by employees to prove that the employee is present or absent from work at the company (Diani et. al. 2023). In this study, absence is measured through three main dimensions according to Nurhasanah et al. (2024): attendance level, Record of Number of Work Days, and Awareness of Punctuality.

Organizational Culture

The term "organizational culture" refers to a set of conventions, values, presumptions, and ideas that are accepted and held by all employees. These values serve as guidelines or a basis for behavior to solve problems faced by the organization. Organizational culture influences all employee actions and performance (Ridho et al., 2024).

Organizational culture is interpreted as a collective lifestyle and practice that reflects shared beliefs that have taken root within the organization (Febrianti & Hakim, 2025). A company's culture is a set of shared beliefs that dictates how seriously workers take their responsibilities in achieving the company's objectives. (Balau et. al., 2021). The dimensions of organizational culture, according to (Ridho et. al., 2024), consist of norms, dominant values, rules, and organizational climate.

Employee Performance

A worker's performance is defined as the quantity and quality of their output while carrying out their assigned tasks. (The research conducted by Hersusetiyati et al. 2024). What constitutes employee performance is the end product of an individual's or team's efforts that aid in the growth and improvement of the business.

Meanwhile, according to other researchers, employee performance is defined as actual work achievements and the ability to complete assigned responsibilities (Aditya et al., 2024). According to Rahimi et al., (2025), the dimensions of employee performance are work quality, work quantity, and cooperation.

Research Hypothesis

This hypothesis is formulated to guide the research and serve as a basis for empirical testing. These are the working hypotheses of the study:

H₁:The implementation of the Key Performance Indicator (KPI) system has a significant impact on employee performance at PT Prima Husada Cipta Medan

H₂:Absence has a significant impact on employee performance at PT Prima Husada Cipta Medan

H₃:Organizational culture has a significant influence on employee performance at PT PrimaHusada Cipta Medan

H₄:Implementation of Key Performance Indicator (KPI) system, Absence, and Organizational Culturehas a significant influence on employee performance at PT Prima Husada Cipta Medan.

3. Proposed Method

Quantitative methods are used in this study. A quantitative approach allows researchers to collect numerical data obtained through a questionnaire, then process it using statistical analysis techniques to produce objective, measurable, and generalizable findings (Sugiyono, 2019). Causal associative study is the research approach used. The purpose of this research is to establish a causal link between the independent variables.

There were a total of 203 participants drawn from the pool of PT Prima Husada Cipta Medan workers. The results of the calculations using the Slovin formula were used to produce a sample size of 135 respondents. The data sources in this study were primary data obtained directly from PT Prima Husada Cipta Medan employees through questionnaires, and secondary data obtained from various supporting sources such as company documents (company profiles, project reports, client archives), books, and scientific journals.

This study's data analysis methods include:

- a. Validity and reliability test
- b. Tests for multicollinearity, heteroscedasticity, and normalcy that make up classical assumption testing
- c. Multiple Regression Analysis
- d. Partial Test (t-Test)
- e. Simultaneous Test (F Test)
- f. Coefficient of Determination Test (R²)

4. Results and Discussion

Validity and Reliability Test.

Validity Test Results

The computed r-value or corrected item-total correlation r-count may be compared to the r-table value to check for validity. With a 30 person sample and a 5% significance threshold, the r-table value came out to be 0.361. The study's validity test yielded the following results:

Table 4. Validity Test Results.

No	Instrument Items	r-count	r-table	Results
1	X1.1	0.716	0.361	Valid
2	X1.2	0.680	0.361	Valid
3	X1.3	0.565	0.361	Valid
4	X1.4	0.469	0.361	Valid
5	X1.5	0.750	0.361	Valid
6	X1.6	0.711	0.361	Valid
7	X2.1	0.835	0.361	Valid
8	X2.2	0.678	0.361	Valid
9	X2.3	0.854	0.361	Valid
10	X2.4	0.770	0.361	Valid
11	X2.5	0.629	0.361	Valid
12	X2.6	0.587	0.361	Valid
13	X3.1	0.587	0.361	Valid
14	X3.2	0.501	0.361	Valid
15	X3.3	0.726	0.361	Valid
16	X3.4	0.572	0.361	Valid
17	X3.5	0.711	0.361	Valid
18	X3.6	0.386	0.361	Valid
19	X3.7	0.728	0.361	Valid
20	X3.8	0.728	0.361	Valid
21	Y1	0.877	0.361	Valid
22	Y2	0.694	0.361	Valid
23	Y3	0.804	0.361	Valid
24	Y4	0.847	0.361	Valid
25	Y5	0.854	0.361	Valid
26	Y6	0.776	0.361	Valid

Source: SPSS data processing results.

The table above shows that the validity test results for all questions related to the key performance indicator (KPI) system, absenteeism, organizational culture, and employee performance variables are valid. This is because the corrected item-total correlation is greater than 0.361 ($r \text{ count} > r \text{ table}$) at a 5% significance level. This means that all statements pass the validity test and can be applied to subsequent research.

2. Reliability Test

The purpose of a reliability test is to determine whether the results of a measurement are stable when taken again. Results from a survey are often believed to be accurate if the reliability coefficient is higher than 0.60. This research found the following dependability results:

Table 5. Reliability Test Results.

Variables	Cronbach's Alpha	N Of Item	Results
KPI System	0.838	6	Reliable
Absence	0.838	6	Reliable
Organizational culture	0.764	8	Reliable
Employee Performance	0.890	6	Reliable

Source: SPSS data processing results.

The data in the table above suggest that the statement is reliable and appropriate for research usage, as Cronbach's alpha was more than 0.60 when all study variables were tested.

Classical Assumption Test

Normality Test

This picture shows how it is used to test and assess data normality (Ghozali, 2018), specifically if the data follows a normal distribution:

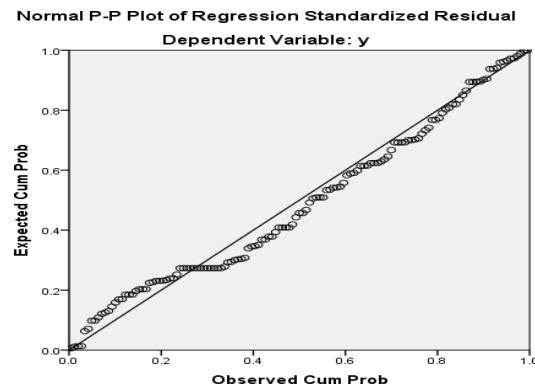


Figure 2. Results of the P Plot Normality Test.

The Classical Regression P-Plot Data points (small circles) on a standardized residual graph reveal that the data is normally distributed when they are arranged in a straight diagonal line. Indicating that the regression residuals follow a normal distribution, the plotted dots closely resemble the diagonal line with little variation.

Heteroscedasticity Test

The objective is to determine whether, as shown in the following figure, the residual variance varies unequally across observations in the regression model:

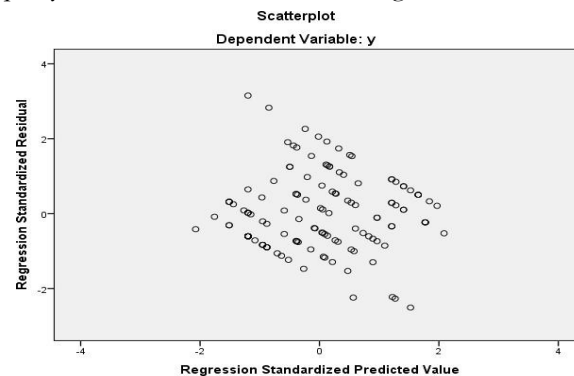


Figure 3. Heteroscedasticity Test Results.

No discernable pattern can be seen in the dots in the image above. If the data points fall below the Y-axis value of 0, it may be concluded that this model is suitable for study and that there is no heteroscedasticity.

3. Multicollinearity Test

Looks for correlations between independent variables in the regression model (Ghozali, 2018).

Table 6. Multicollinearity Test Results.

Collinearity Statistics	
Tolerance	VIF
.610	1,640
.427	2,343
.528	1,895

Source: SPSS data processing results.

Multicollinearity is not present in the VIF and tolerance values for any of the variables in this research, according to the analytical findings shown in the above table. This is shown

by the tolerance value significantly above 0.01 and the VIF values for the two independent variables being less than 10. These findings suggest that multicollinearity does not occur in any of the independent variables in this regression model.

Multiple linear regression analysis and hypothesis testing

By changing the values of two or more independent variables, which serve as predictor factors, multiple linear regression analysis aims to forecast the dependent variable's condition, whether it will increase or decline.

Results of Multiple Linear Regression Analysis

Table 7. Results of Multiple Linear Regression Analysis Test.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	3.124	2,258		1,384	.047		
x1	.468	.103	.371	4,552	.000	.610	1,640
x2	.191	.095	.197	2,022	.045	.427	2,343
x3	.173	.065	.233	2,663	.009	.528	1,895

Source: SPSS data processing results

The study's multiple linear regression equation is derived from the data in the table above and is:

$$Y = 3.124 + 0.468X1 + 0.191X2 + 0.173X3 + e$$

From the regression equation above, several things can be interpreted, including:

- If the absence (X2), organizational culture (X3), and key performance indicator (kpi) system (X1) variables are all set to 0, then the employee performance (Y) has a value of 3.124 according to the constant (a) of 3.124.
- With a value of 0.468, the key performance indicator (kpi) system variable (X1) significantly and positively affects employee performance (Y). Employee performance (Y) rises by 0.468 points for every one point increase in the kpi system variable (X1).
- The absence variable (X2) has a positive and statistically significant effect on employee performance (0.191). As the absence value increases by one unit, employee performance increases by 0.189.
- A positive and statistically significant effect of organizational culture (X3) on employee performance is shown by its value of 0.173. For every one unit increase in corporate culture value, employee performance will climb by 0.173.

Partial Test (t-test)

To find out how much the independent variable affects the dependent variable, a partial test is performed. The independent variable significantly affects the dependent variable if the sig is smaller than the 5% threshold. The following outcomes are derived from Table 7:

- A t-value of 4.552 appears for the X1 system variable, which is a key performance indicator (kpi). In this situation, Ha is approved while Ho is refused because the t-value of 4.552 is more than the t-table value of 1.98. Therefore, it may be inferred that the kpi system significantly impacts employee performance.
- A t-value of 2.022 was found for the absence variable (X2). In this situation, Ha is approved while Ho is refused because the t-value of 2.022 is more than the t-table value of 1.98. It follows that absence significantly impacts productivity in the workplace.
- The organizational culture variable (X3) has a t-value of 2.663. Here, we reject Ho and accept Ha because to the fact that the t-value of 2.663 is greater than the t-table value of 1.98. It follows that corporate culture has a substantial effect on worker productivity.3. The F-Results Simultaneous Test.

Table 8. Simultaneous Test Results.

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	295,252	3	98,417	38,523	.000b
	Residual	334,674	131	2,555		
	Total	629,926	134			

Source: SPSS data processing results.

With a calculated F value of $38.523 > F_{table} = 2.71$ or a significance value of $F < 5\%$ or 0.05, the results of Table 4.10's F test show that the significance value is 0.000. So, it's safe to say that X1, the KPI system, X2, and X3, the organizational culture, all have a positive and substantial effect on Y, the performance of the employees.

Test of the Coefficient of Determination

The impact of absenteeism (X2), organizational culture (X3), and the key performance indicator (KPI) system (X1) on employee performance (Y) was assessed using the coefficient of determination test.

Table 9. Results of the Determination Coefficient Test.

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.685a	.469	.457	1,598

Source: SPSS data processing results.

The value of (R²) is 0.469, or 46.9%, as shown in Table 6.4. Thus, it can be said that 46.9% of employee performance is shaped by the influence of the key performance indicator (KPI) system, absence, and organizational culture, while factors like promotions and others impact the remaining portion that isn't accounted for in this study's approach.

Discussions

The research results show that the implementation of the Key Performance Indicator (KPI) system significantly impacted employee performance at PT Prima Husada Cipta Medan. This finding indicates that KPIs play a crucial role as performance measurement tools, providing clarity on targets, work direction, and achievement standards for employees.

The research also demonstrated that Absence significantly impacts employee performance. This suggests that employee attendance, punctuality, and consistency in maintaining working hours directly contribute to performance achievement. The research also demonstrated that organizational culture significantly impacts employee performance at PT Prima Husada Cipta Medan. These findings confirm that organizational values, norms, rules, and climate play a crucial role in shaping employee work behavior.

This study's concurrent testing findings show that a substantial effect on employee performance is produced when key performance indicators (KPIs), attendance, and organizational culture are all implemented at the same time. This indicates that optimal performance improvements cannot be achieved if these three factors are managed separately.

Strategically, the results of this study can serve as a basis for the management of PT Prima Husada Cipta Medan in formulating human resource management policies. These policies include improving the performance appraisal system, strengthening work discipline, and developing an organizational culture aligned with the company's vision and mission.

5. Research Implications

Implications of Implementing a Key Performance Indicator (KPI) System on Employee Performance

The managerial implications of these results are the need for management to ensure that the KPI indicators used are clear, measurable, and relevant to the tasks and responsibilities of each work unit. KPIs serve not only as a final evaluation tool but also as a means of ongoing performance control and development.

Furthermore, management needs to improve employee socialization and understanding of the KPI system to prevent it from being perceived as a mere administrative burden. With a good understanding, KPIs can be a tool that encourages motivation, accountability, and increased employee productivity.

Implications of Absence Management for Improving Employee Performance

The managerial implications of these findings highlight the importance of managing a more disciplined, accurate, and integrated attendance system with the performance appraisal system. Attendance data should be a key component of employee performance evaluations, allowing for objective measurement of work discipline.

Management also needs to implement consistent reward and punishment policies regarding absences. Employees with good attendance and punctuality should be rewarded, while violations of absence regulations must be dealt with firmly and fairly to improve overall work discipline.

Implications of Strengthening Organizational Culture on Employee Performance

The managerial implication of these results is the need to strengthen the internalization of organizational cultural values, namely trustworthiness, competence, harmony, loyalty, adaptability, and collaboration, consistently across all work units. These values need to be embodied not only in slogans but also in daily work behavior.

The role of leadership is crucial as a role model in implementing organizational culture. Leaders who demonstrate a professional, open, and collaborative attitude will encourage employees to work more responsibly, enhance teamwork, and create a work environment conducive to improved performance.

Implications of KPI Integration, Absenteeism, and Organizational Culture on Employee Performance

The managerial implication is the need to integrate KPI systems, absence management, and strengthening organizational culture within a unified performance management framework. KPIs provide clear targets, absences reflect work discipline, and organizational culture shapes employee attitudes and behaviors. With good integration, companies can create a more effective, objective, and sustainable human resource management system, thereby improving employee performance as a whole.

6. Conclusions

Research on the effects of company culture, employee absenteeism, and KPI implementation on PT Prima Husada Cipta Medan performance yielded many findings after data analysis and discussion. Included in this category are the following factors: organizational culture, employee absenteeism, and the adoption of the KPI system, all of which significantly affect employee performance. Most of the variation in employee performance can be explained by these three characteristics, according to the research. So, enhancing performance requires a multi-pronged approach that includes a more rigorous evaluation system, stricter attendance policies, and a more positive work environment.

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