

The Effect of Monitoring Work Processes and Competencies on the Achievement of Key Performance Indicators (KPI) of Cluster Sales Officers (CSO): Case study at PT. Indosat Ooredoo Hutchison Sales AREA Makassar-Gowa

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Abstract

PT. Indosat Ooredoo Hutchison (IOH) is one of the largest telecommunications companies in Indonesia in the cellular division with the IM3 brand, there are prepaid starter pack products and vouchers with the IM3 brand that must be distributed to the market through traditional outlets quickly and widely. In the sales and marketing organization of PT. Indosat Ooredoo collaborates with Mitra Pengelola Cluster (MPC) who oversees the *Cluster Sales Officer (CSO)* as the spearhead of the company's partners to distribute IM3 products to outlets or to stores that sell Indosat products

This study aims to determine the effect of *work process monitoring* and *Cluster Sales Officer (CSO) Competence* on the Achievement of *Key Performance Indicators (KPI)* of PT. Indosat Ooredoo Hutchison (IOH) in Makassar-Gowa Sales Area.

The method used in this study is quantitative with a descriptive type of research. The respondents of this study were 104 *Man Power* PT. Indosat Ooredoo Hutchison and Mitra Pengelola Cluster (MPC), *a method of taking non-probability sampling* with saturated sampling. The processed data will be analysed using descriptive analysis techniques using SEM – PLS.

Based on the results of hypothesis testing, it was found that the work process monitoring on the achievement of *Key Performance Indicators (KPIs)* had a positive and significant influence so that this hypothesis could be accepted, that the competence of *the Cluster Sales Officer (CSO)* had a positive and significant influence on the achievement of *Key Performance Indicators (KPIs)* So that the results of the hypothesis can be accepted. Meanwhile, the combination of work process monitoring variables and competency variables does not directly affect the achievement of *Key Performance Indicators (KPIs) of the Cluster Sales Officer (CSO)*.

Keywords: Telecommunication, distribution, key performance indicators, competence, brand, monitoring

1. Introduction

Today's very tight and dynamic competition makes all organizations or companies have to compete in order to survive and continue to grow. With this fierce competition, companies are required to be fast in seeing every business opportunity and must be agile in the competitive field. By utilizing human resources effectively and efficiently, of course, every company expects the achievement as targeted. Quality human resources are needed because human resources are very important element in an organization to achieve improved company performance. A company cannot carry out its activities properly as well without quality and well-performing resources and a good system in driving these human resources.

Companies engaged in the Telecommunications Industry are no exception, because in this industry the development is very dynamic and fast which requires all elements of human resources involved to adjust themselves to that speed. Kasmir said that although this company is engaged in the latest technology, the role of technology is only to facilitate and accelerate the work it obtains (2016: 178).

One of the largest Telecommunication companies in Indonesia is PT Indosat Tbk (known as Indosat Ooredoo

Hutchison or IOH) that the Company offers communication channels for mobile phone users with prepaid and postpaid options under the IM3 and 3 brands. In the cellular department with the IM3 brand, there are prepaid starter pack products and vouchers with the IM3 brand that must be distributed to the market through traditional outlets quickly and widely. Furthermore, in the sales and marketing organization of PT. Indosat Ooredoo collaborates with Mitra Pengelola Cluster (MPC) who oversees the *cluster sales officer (CSO)* as the spearhead of the company's partners to distribute IM3 products to outlets or to stores that sell Indosat products. In carrying out their duties they are supervised by a *Supervisor (SPV)* and coordinate indirectly to the *Cluster Sales Executive (CSE)* to supervise or monitor their performance. While the duties and responsibilities of this *Cluster Sales Officer (CSO)* are:

1. Distribute products or physical goods (starter packs and physical vouchers) to outlets
2. Sell electric balance (Mobo) to outlets
3. Educate and advocate sales and distribution programs
4. Expanding Point of sales (POS) in the form of outlets or stores that want to sell telecommunication products.
5. Maintain good relations between the company and the Outlet or Store.
6. As a representative or company representative in the field.

In measuring and assessing their performance, measurements are carried out using *the Key Performance Indicator (KPI) of the Cluster Sales Officer (CSO)*, and then measurement and monitoring are carried out, whether the *Cluster Sales Officer (CSO)* has carried out work processes that lead to the achievement of *Key Performance indicators (KPIs)* that have been set to be achieved. The mentoring carried out in the Makassar Gowa Sales Area is to ensure the three items below:

1. The stages of the process are carried out according to the period (day, week, month)
2. What percentage (%) of achievement of daily, weekly and monthly targets
3. How much is the gap or difference between the achievement of the target that has been determined 4. Is there an increase compared to the past day or last week or last month?

Furthermore, sales competence as expressed by Edison *et al.* (2016: 145) namely:

Knowledge, that supports work, first specific knowledge related to products, system knowledge, company and industry knowledge and the second general knowledge of competition and social, skills includes *Soft skills* namely communication, language, negotiation, mental, motivation, managerial and *Hard skills* include technical skills using technology (computer, digital etc.), sales, *financing* and *reporting* and attitude includes ethics, integrity, honesty, decency, commitment and others.

Edison *et al* (2016, p. 205) said that employee performance is influenced by communication, competence, motivation, recognition, compensation, systems or procedures, leaders, leadership, corporate culture and environment. Based on several factors that have been described regarding the factors that determine employee performance, which is competence. From the data obtained, the results of CSO competence reflected in the achievement of outlets are the result of education and communication skills both technical and non-technical skills so that outlets can complete predetermined programs and data withdrawal in the Mobil system (Mobile sales system) by the *Head Quarter* there are achievement figures

The two phenomena above, namely reduced work process monitoring and CSO competence, are interrelated and affect *Key Performance Indicators (KPI)* because one of the performance measurements is the *Key Performance Indicator (KPI)*. Monitoring of supervision aims to observe or know the development and progress, identification and problems and anticipation or efforts to solve them (Mulyono, 2017, p. 9).

2. Problem Formulation

Previously described that employee performance is determined by several factors, the author found several identification problems from various factors related to the achievement of *Key Performance Indicators (KPI)*, the existence of an unstructured and unsustainable work process monitoring system so that the *Cluster Sales Officer (CSO)* Don't know what to do next and where to do now. In connection with this, superiors, both supervisors and structures above do not know the right way to monitor the work process so that the *Cluster Sales Officer (CSO)* works according to their wishes and results in the achievement of *key performance indicators (KPIs)* not being achieved.

Whilst the competencies or abilities of *Cluster Sales Officers (CSOs)* that do not match their job needs, plus some

competencies there are basic such as those that are not owned or lacking by the *Cluster Sales Officer (CSO)*; *Hard skills* or the ability to operate applications on mobile phones, operate computers, the ability to calculate numbers, *Good soft skills* or communication skills and good negotiation skills, and *Good attitude*.

3. Theoretical Foundation

Monitoring is observing or monitoring the development and progress of identifying problems that arise and anticipating or solving them (Mulyono, 2019) and According to Stanton (2000), *reactions to employee performance monitoring: Framework, review and research direction*, grouping performance monitoring characteristics with several items, namely, consistency, controllability (*Controllability*, frequency, *Source expertise*, Target level, *Target task*. Meanwhile, according to Badudu (2018) and Zein (2010) Process is the course of an event from beginning to end or still running about an action, work and action. Work is a "planned activity". While Hegel in Anogara (2009, p. 12) adds that "the core of work is human consciousness".

Meanwhile, KBBI (Big Dictionary Indonesian, 2022) defines the activity of doing something; what is done (done) From the above understanding, it can be concluded that the work process is a series of stages of activities doing something starting from determining goals to achieving goals to be achieved or that have been planned before, or in other words the work process is an activity that is carried out there must be stages and each stage is interrelated between each other.

Knowledge and skills are not the only variables of competence but in the form of the ability to deal with complexity (complex problems) by applying skills into activities in certain situations (Canal, 2022). While measuring the competence of human resources, especially the sales team, in this case *the Cluster sales Officer (CSO)* can use dimensions according to (Edison *et al.* 2016:145) namely Knowledge, Skills, Attitudes.

Jyoti and Bueti (2012), that *Key Performance Indicators (KPI)* is a quantitative-scale measure to be used in evaluating organizational performance to achieve goals target organization. KPIs are also used to determine measurable objectives, see trends, and support decision making. Meanwhile, according to Iveta (2012), *Key Performance Indicators (KPI)* is a type of quantitative measurement that is carried out gradually in companies and provides various perspectives through concrete data.

4. Frame of Thought

A frame of mind is a conceptual model of how theory relates to various factors that have been identified as important problems (Sugiono, 2008). A good frame of mind will theoretically explain the relationship between several variables, namely variable X and variable Y under study. The research has explained the background of *Competency Monitoring and Key performance Indicators (KPI)*. This research has also been supported by theories and results of previous research conducted by experts who are used as references.

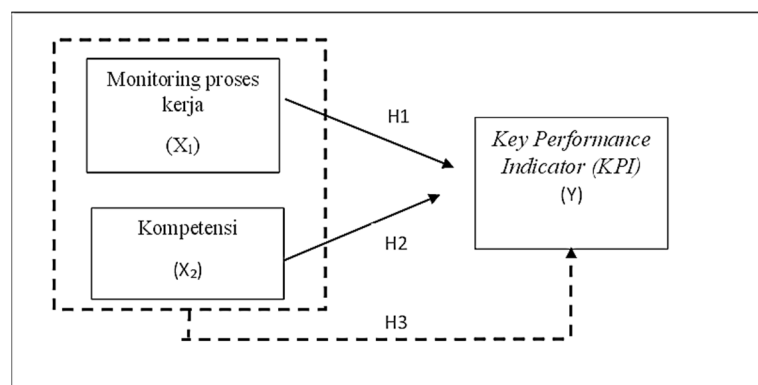


Figure 1. Research framework

Hair et al. (2020, p. 42) define that a hypothesis is a formal statement of some unproven conjecture that tentatively explains a particular fact or phenomenon. The hypotheses to be examined in this study are as follows:

H1: Work process monitoring has a significant effect on the achievement of *Key Performance Indicators (KPI) cluster Sales Officer (CSO)* d/i Sales Area Makassar Gowa.

H2: Competency has a significant positive effect on the *Key Performance Indicator (KPI) of the Cluster Sales Officer (CSO)* in the Makassar Gowa Sales Area.

H3: Monitoring the work process and competence of *the Cluster Sales Officer (CSO)* simultaneously affects the achievement of *the Key Performance Indicator (KPI) of the Cluster Sales Officer (CSO)* in the Makassar Sales Area of Gowa.

5. Methodology

5.1 Types of Research

The type of method used in research is a quantitative method and based on the type of research, this research uses descriptive and causal research types. Descriptive research is research that describes situations or events with size (Hair et al., 2020: 163). The use of descriptive analysis in this study is intended to describe the variables in this study in this case to determine the effect of monitoring and competence on the achievement of *Key Performance Indicators (KPI) of cluster sales officers (CSOs)*. Based on the time of implementation, researchers use the type of *cross section*. *Cross section*, according to Indrawati, (2015, p. 118) is a condition where the data obtained in this study is collected in one period, then the data is processed, and analysed to draw conclusions

5.2 Population and Sample

Unaradjan (2019) stated that population is an object or subject that is in an area and meets certain conditions related to research problems. As for the sample technique that researchers use the Saturated Sampling technique, because all members of the population are used as samples. Another term for saturated samples is census, where all members of the population are sampled. The total population is 104 employees.

5.3 Descriptive Analysis

Sajarweni (2019: 113) stated that an analysis that describes the characteristics of respondents from one sample. The following is a table of categories of research results processed by the author, as a reference for conducting further analysis related to this descriptive. With reference to Operational Variables.

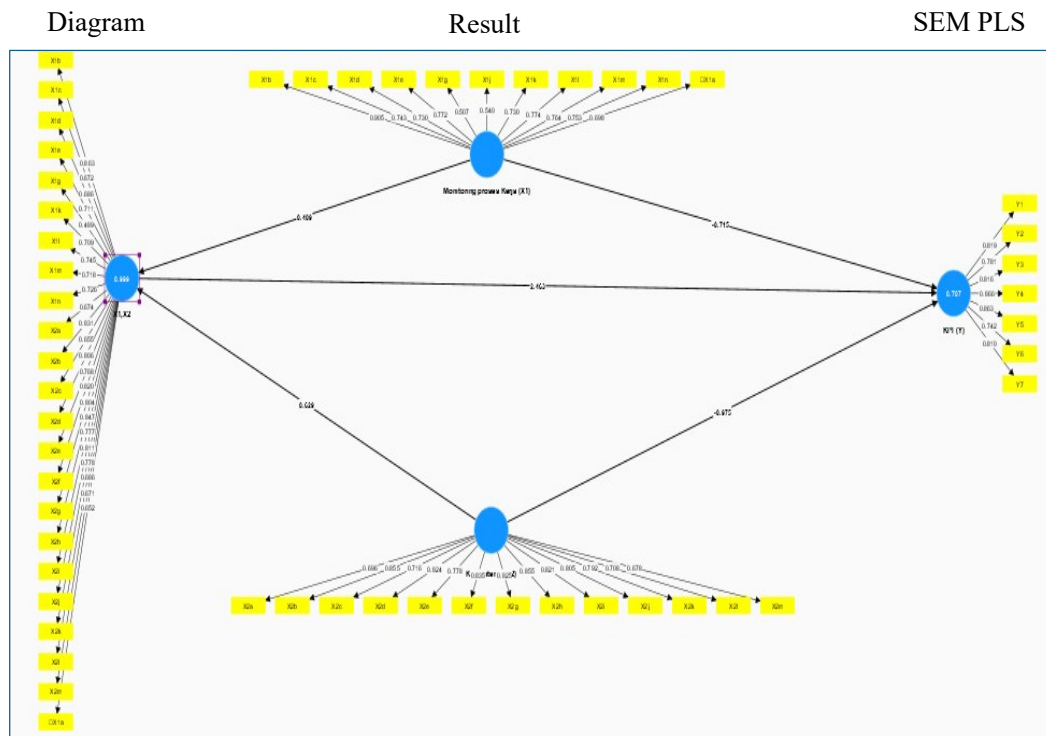
Table 1. Operational Variables

Variables	Sub variable	Indicator	Skala	No item	
Monitoring Work Process (X1)	consistency	The certainty of the monitoring time schedule allows me to measure my work process	Ordinal	1	
		The duration of time that is not too long can find out the effectiveness of my work process	Ordinal	2	
		The quality of the data presented allows me to precisely do the work	Ordinal	3	
	controllability	The warning of achieving a percentage against the target helps me to know where my job is against the target	Ordinal	4	
		The presentation of comparison data with the same date as last month makes me know my performance in this period whether it is up or down	Ordinal	5	
		Monitoring every three hours a day lets me know my work gap that day	Ordinal	6	
	Frequenc	Daily monitoring keeps me aware of the day's target achievement	Ordinal	7	
		Monitoring once a week can determine predictions for achieving monthly targets	Ordinal	8	
		Monitoring once a month, makes me know the achievements for up to 1 year later	Ordinal	9	
		Task target	Through tiered targets I can find out the achievements of my unit	Ordinal	10
			At the individual level, there is pride that we work measurably, not just work	Ordinal	11
		source expertise	The supervisor is able to convey in detail the monitoring results so that I understand the meaning of the data.	Ordinal	12
			superiors have the ability to provide solutions	Ordinal	13
	Competence (X2)	Knowledge	My boss is very diligent in monitoring	Ordinal	14
			I know the products I sell in outlets	Ordinal	15
			I understand the territory or territory of my work	Ordinal	16
			I know the competition is happening	Ordinal	17

		Saya mengetahui program sales saat ini	Ordinal	18
		I know the characteristics of consumers	Ordinal	19
		I can communicate fluently and with good language	Ordinal	20
	Skill	As a salesperson, I can negotiate to make sales	Ordinal	21
		A good mentality makes me not give up easily	Ordinal	22
		I mastered the technique of selling.	Ordinal	23
		I can operate digital devices such as cellphones or computers	Ordinal	24
		politeness gives me respect	Ordinal	25
	Attitude	Integrity will reward companies and consumers	Ordinal	26
		Honesty will give me the truth	Ordinal	27
		I have the ability to sell with the size of Rupiah	Ordinal	28
	Volume	I can advise my customers to repeat order	Ordinal	29
		I can sell products in units per outlet	Ordinal	30
Key Performance Indicator (KPI) (Y)	HIT	I know the quality of selling in or selling customers	Ordinal	31
		I do the distribution process by managing retail	Ordinal	32
	distribution	I have a number of quality outlet presentations	Ordinal	33
		Education has so far made outlets advocate	Ordinal	34

5.4 Verification Analysis

The purpose of verification analysis is to examine the influence between latent variables. This analysis uses the Structural Equation Modelling (SEM-PLS) method. In this Structural Equation Modelling (SEM-PLS) analysis, there are two types of analysis, namely the first is model measurement analysis (*outer model*) and the second is structural model analysis (*inner model*).



To see the value of *Converget Validity*, there must be a result of outer loading factors on endogenous and exogenous variables first. Based on this provision, the required value of the loading factor is >0.7 but this value can be tolerated to >0.5 (Musyaffi at al, 2011: 11). Outer loading is used to evaluate construct values in SEMPLS.

Table 2. Factor Loading

Variabel	Dimention	KPI (Y) Kompetensi (X2)	Monitoring work process (X1)	X1,X2		
Work Process Monitoring (X1)	consistency	X1a		0.652		
		X1a	0.698			
		X1b		0.863		
	controllability	X1b	0.905			
		X1c		0.672		
		X1c	0.743			
		X1d		0.686		
		X1d	0.73			
	frequency	X1e		0.711		
		X1e	0.772			
		X1g	0.507			
		X1g		0.489		
		X1j	0.54			
		task target	X1k	0.73		
			X1k		0.709	
	Source expertise	X1l		0.745		
		X1l	0.774			
		X1m		0.718		
		X1m	0.764			
X1n		0.753				
X1n			0.726			
Kompetence (X2)	Knowledge	X2a	0.696			
		X2a		0.674		
		X2b	0.855			
		X2b		0.831		
	Skill	X2c		0.655		
		X2c	0.716			
		X2d		0.806		
		X2d	0.824			
		X2e	0.778			
		X2e		0.768		
		X2f		0.82		
		X2f	0.835			
	X2g		0.804			
	X2g	0.825				
	X2h		0.847			
	X2h	0.855				
	X2i		0.777			
	X2i	0.821				
	X2j		0.811			

		X2j	0.805	
		X2k	0.792	
		X2k		0.778
	Atetude	X2l		0.686
		X2l	0.708	
		X2m	0.678	
		X2m		0.671
		Y1	0.819	
	Volume	Y2	0.781	
		Y3	0.816	
Key Performance Indicator (Y)	HIT	Y4	0.866	
		Y5	0.863	
	Distribution	Y6	0.742	
		Y7	0.81	

In addition to the loading factor, construct validity can also be assessed by *the Average Variance Extracted (AVE)* value, which can indicate how well the latent variable can represent the original data. *The AVE cut-off* used is 0.50 and the lowest value produced is 0.50 indicating that convergent validity is quite good, so the construct indicator has less possibility of being transferred to another variable (less than 0.50).

Table 3. Value AVE

Variabel	Average Variance Extracted (AVE)
KPI (Y)	0.664
Competence (X2)	0.618
Monitoring work Process (X1)	0.529
X1, X2	0.547

Table 3 of the results of SEM-PLS data management can be concluded that the AVE value of each variable is considered valid because it meets the criteria with a value exceeding 0.5.

Forner lacker testing is to evaluate the extent to which the measured constructs are completely different from each other and whether there is significant overlap between variables. If *discriminant validity* is not met, it can identify a problem in construct validity. It is also done by comparing the relationships of latent variables in AVE. the test criterion if *Square-Roots* or square roots must have a large value compared to other construct values (Deliberation et al., p. 126).

Table 4. Fornell Larcker result

Variable	KPI (Y)	Competence (X2)	Work Process Monitoring (X1)	X1,X2
KPI (Y)	0.815			
Competence (X2)	0.823	0.786		
Monitoring work Process (X1)	0.780	0.846	0.727	
X1,X2	0.839	0.975	0.941	0.739

From table 4 above, it is obtained that the *value of Suare Roots* has a greater value than other variables. From this value, it can be concluded that this research variable has the *Furnell Larcker criteria*.

Cross Loadings *analysis* is used to evaluate construct validity and measure cross-influence between latent variables in the model. *Cross Loadings* measure the degree to which indicators of one Latin variable load or represent another variable.

Table 5. Cross Loadings

	KPI (Y)	Competence (X2)	Monitoring Work Process (X1)	X1,X2
X1a	0.519	0.583	0.698	0.652
X1a	0.519	0.583	0.698	0.652
X1b	0.718	0.777	0.905	0.863
X1b	0.718	0.777	0.905	0.863
X1c	0.548	0.586	0.743	0.672
X1c	0.548	0.586	0.743	0.672
X1d	0.478	0.615	0.730	0.686
X1d	0.478	0.615	0.730	0.686
X1e	0.582	0.623	0.772	0.711
X1e	0.582	0.623	0.772	0.711
X1g	0.312	0.452	0.507	0.489
X1g	0.312	0.452	0.507	0.489
X1j	0.339	0.420	0.540	0.461
X1k	0.568	0.661	0.730	0.709
X1k	0.568	0.661	0.730	0.709
X1l	0.680	0.671	0.774	0.745
X1l	0.680	0.671	0.774	0.745
X1m	0.624	0.639	0.764	0.718
X1m	0.624	0.639	0.764	0.718
X1n	0.708	0.653	0.753	0.726
X1n	0.708	0.653	0.753	0.726
X2a	0.540	0.696	0.582	0.674
X2a	0.540	0.696	0.582	0.674
X2b	0.696	0.855	0.719	0.831
X2b	0.696	0.855	0.719	0.831
X2c	0.574	0.716	0.511	0.655
X2c	0.574	0.716	0.511	0.655
X2d	0.684	0.824	0.711	0.806
X2d	0.684	0.824	0.711	0.806
X2e	0.702	0.778	0.684	0.768
X2e	0.702	0.778	0.684	0.768
X2f	0.693	0.835	0.721	0.820
X2f	0.693	0.835	0.721	0.820
X2g	0.738	0.825	0.696	0.804
X2g	0.738	0.825	0.696	0.804
X2h	0.641	0.855	0.751	0.847
X2h	0.641	0.855	0.751	0.847
X2i	0.727	0.821	0.632	0.777
X2i	0.727	0.821	0.632	0.777
X2j	0.707	0.805	0.731	0.811
X2j	0.707	0.805	0.731	0.811
X2k	0.636	0.792	0.679	0.778
X2k	0.636	0.792	0.679	0.778
X2l	0.512	0.708	0.581	0.686
X2l	0.512	0.708	0.581	0.686
X2m	0.498	0.678	0.600	0.671
X2m	0.498	0.678	0.600	0.671
Y1	0.819	0.706	0.590	0.687
Y2	0.781	0.738	0.628	0.719
Y3	0.816	0.679	0.647	0.692
Y4	0.866	0.714	0.685	0.732
Y5	0.863	0.678	0.687	0.709
Y6	0.742	0.499	0.547	0.544
Y7	0.810	0.648	0.649	0.679

Indicators can be tested for validity by comparing their *loading* factor values with their *cross-loading* values. Table 5 shows that all construct loading values have higher values compared to cross-loading values. The data shows that the cross-loading test shows Valid and thus meets the criteria of *Discriminant Validity*.

Table 6. Value of *Discriminant Validity*

	KPI (Y)	Competensi (X2)	Monitoring Work Process (X 1)
KPI (Y)			
Competence (X2)	0.874		
Monitoring work Process (X1)	0.836	0.905	
X1,X2	0.884	1,018	1,007

From Table 6 it can be concluded that the square root of the AVE of each construct is greater than the correlation value between the construct and other constructs. This shows that the model has sufficient discriminant values. Based on Table 5.5 and Table 5.6, it can be concluded that all constructs in the model have met the criteria for discriminant validity test

5.5 Internal Consistency Reliability

(Sarwono Jonathan et al., 2020) *Internal consistency reliability* (keadalan konsistensi internal) adalah ukuran yang dijelaskan untuk mengevaluasi kekonsistenan intenal atau korelasi antara item-item dalam satu ukuran yang mengukur konstruk yang sama (Hair et al, 2017). Pengujian *Internal consistency reliabilty* terdiri atas *composite reliability* dan *Cronbach's alpha* (Sarwono Jonathan et al., 2020).

Table 7. Value of *Composite Reliability*

Variabel	Composite realiability
KPI (Y)/	0.915
Competence (X2)	0.948
Monitoring work Process (X1)	0.908
X1,X2	0.960

5.5.1 Cronbach's alpha

Cronbach's alpha is lower estimation limit data for measuring reliability, while combined reliability is not considered reliability. The interpretation of synthetic reliability is *Cronbach's alpha*, with a *cut off* of 0.7 or more acceptable. *Cronbach's alpha* for SEM-PLS analysis:

Table 8. *Cronbach's Alpha*

Variabel	Cronbach's alpha
KPI (Y5)	0.915
Competence (X2)	0.948
Monitoring work Process (X1)	0.908
X1,X2	0.961

From Graph 5.6 and Table 7 of *Composite Reliability* and Graph 4.6 and Table 8 of *Conbrach's Alpha* above, the research model is considered reliable because all variables are greater than 0.7.

Thus, it can be concluded that the values of the four variables have reliable reliability, because they meet the internal consistency reliability test criteria.

5.5.2 Coefficient of Determinat R²

Table 9. Value R Square

	R-square	R-square adjusted
KPI (Y)	0.707	0.698
X1, X2	0.999	0.999

From Table 9 above, it can be seen that the *adjusted R-Square* value of 60.98% *Key Performance Indicator (KPI)* can be explained by the variables of Work Process Monitoring and Competence, while the remaining 39.02% is illustrated by other variables that are not included in this research model. The table also shows that the *Key Performance Indicator (KPI) construct* can be explained by a value of 90.99% by the variables Monitoring Work Process and Competence, while the remaining 9.01% is explained by other variables that are not included in this research model.

5.6 Prediction Summary

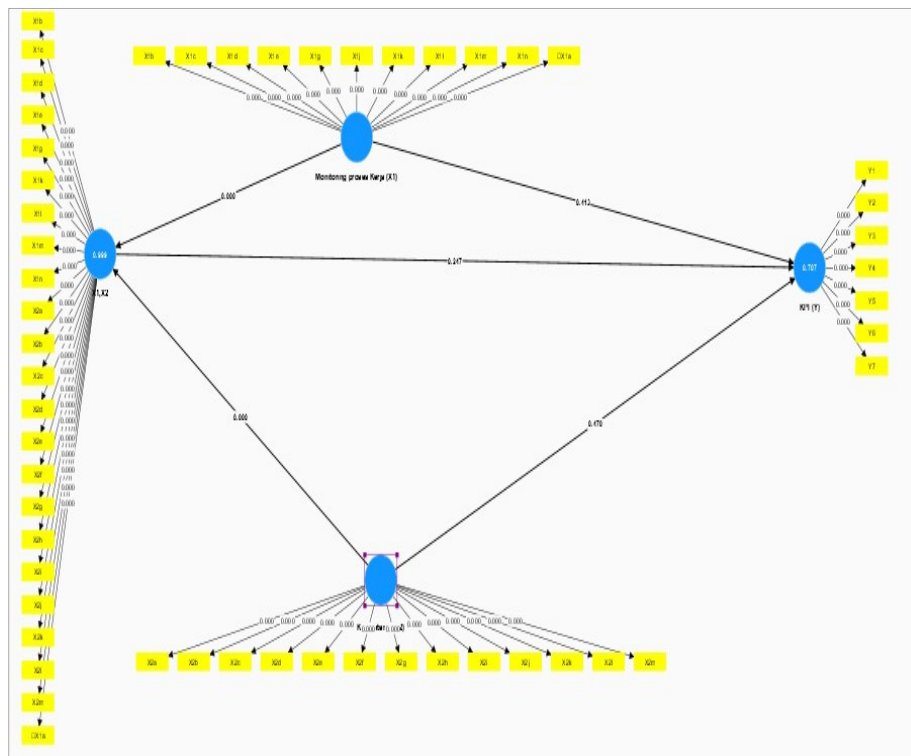
Based on this Q2 assessment, it is said to be small if it has a value of 0.02, medium if it has a value of 0.15 and large if it has a value of 0.35 (Musyaffi et al, 2021: 13)

Table 10. Prediction summary

	Q ² predict	RMSE	MAE
KPI (Y)	0.682	0.574	0.436
X1,X2	0.999	0.032	0.023

5.7 Hypothesis Testing (Path Coefficients)

While the relationship between path analysis of all latent PLS variables in this study is as follows: In this study, the accepted hypothesis provided that the value of the one-way test t-table obtained in this study is 1.96 with a significance level of 0.05 (Narimawati et al., 2018).



To find out the relationship between *the coefficient path* variables can be seen in the following table:

Table 11. *Path coefficient* dan *T Statistics* in relation among variable

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDE)	P values
Competence (X2) -> KPI (Y)	0.575	0.567	0.109	5,291	0.000
Monitoring work Process (X1) -> KPI (Y)	0.294	0.304	0.108	2,733	0.006
X1, X2 -> KPI (Y)	2,463	2,621	2,127	1,158	0.247

The t-test was carried out to test the research hypothesis regarding the influence of each partially independent variable on the bound variable, with a value of Competency (X2) -> KPI (Y) 5.291 and Monitoring of Work process (X1) -> KPI (Y) 2.733 In this study, the hypothesis is accepted with the provision that the t-value of the one-way test table obtained in this study is 1.96 with a significance level of 0.05 while the simultaneous variable X1, X2 -> KPI (Y) of 1,158 is less than 1.96 as required and unacceptable.

While the P value measures how likely we are to observe the data we obtain if the null hypothesis (a hypothesis that states no effect or difference) is true. P Value in table 5.11 that Competence (X2) -> KPI (Y) 0.000, Monitoring work Process (X1) -> KPI (Y) 0.006 and X1, X2 -> KPI (Y) 0.247, the data shows the probability that the outcome we obtained or a better outcome can occur randomly if the null hypothesis is true.

6. Hypothetical Results

The results of the study obtained positive and significant results in the variables of work process monitoring and *Cluser Sales Officer* (CSO) competence on the achievement of *Key Performance Indicators* (KPI), the following are explained the results of the hypothesis in table 12 below.

Table 12. Hypothesis result

Hipotesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Kesimpulan
Hipotesis 1 Monitoring Proses Kerja (X1) -> KPI (Y)	0.294	0.304	0.108	2,733	0.006	Terdapat efek positif yang signifikan, sehingga hipotesis dapat diterima
Hipotesis 2 Kompetensi (X2) -> KPI (Y)	0.575	0.567	0.109	5,291	0	Terdapat efek positif yang signifikan, sehingga hipotesis dapat diterima
Hipotesis 3 X1, X2 -> KPI (Y)	2,463	2,621	2,127	1,158	0.247	Terdapat efek positif yang tidak signifikan, sehingga hipotesis dapat ditolak

Table 12 above shows that the results of hypothetical testing are as follows:

Hypothesis 1: Monitoring the work process (X1) against KPI (Y) there is a SIGNIFICANT POSITIONAL effect so that the HYPOTHESIS CAN BE ACCEPTED.

Hypothesis 2: Competence (X2) has a SIGNIFICANT POSITIVE effect that is ACCEPTABLE.

Hypothesis 3: X1 and X2 -> Y there are POSITIVE effects that are not significant HYPOTHESIS CAN BE REJECTED.

With the results of the above research, the company in this case is PT. Indosat Ooredoo Hutchison needs to create a work process monitoring system that is *inline* or in line with the competencies possessed by *Cluster Sales Officers* (CSOs) in order to achieve the *Key Performance Indicators* (KPI) that have been targeted previously. Improved monitoring of work processes such as leaders and companies makes standard systems such as daily

and weekly monitoring more accurate and *real time*. Meanwhile, the competence of the *Cluster Sales Officer* (CSO) needs to consider the needs of the company and the consistency of the system to grow and develop their competencies to be in line with the *Job desk* starting from the recruitment of the *Cluster Sales Officer* (CSO).

7. Discussion of Research Results

Based on the discussion of the results of the assessment of respondents' responses to the questionnaire using SEM-PLS Analysis obtained the results of the outer model evaluation test, inner model evaluation and hypothesis testing using the *Path conviction* tool. The discussion was divided into Monitoring Work Proses in relation to the achievement of *Key Performance Indicators* (KPI) and the competence of *Cluster Sales Officers* to achieve *Key Performance Indicators* (KPI) as well as analysis of research results between Work Process Monitoring and Competency on *Key Performance Indicator* (KPI) achievements. Furthermore, it will be described again in detail related to the analysis of research results

7.1 Monitoring of the Work Results of the Cluster Sales Officer (CSO) at SA Makassar-Gowa

Monitoring of Work Results of *Cluster Sales Officer* (CSO) as an independent variable the number of respondents as many as 104 respondents, has 5 (five) dimensions, namely consistency, controllability, frequency, tasks and targets, expert sources. This Work Process Monitoring displays a recapitulation of the number of questions and answers as many as 14 (fourteen) statements with a score of 5,803 or an average percentage of 79.71% in the good category. This means that the Work Process Monitoring variable through five dimensions has good quality and can be carried out by all teams. This is in line with the monitoring system that has been carried out such as the quality of the data presented, the ability of leaders or superiors to monitor consistently and monitoring capabilities and schedules carried out ranging from monitoring every three hours, monitoring work processes daily, weekly to monthly monitoring so that all work process activities can be monitored.

7.2 Competency of Cluster Sales Officer (CSO) at SA Makassar-Gowa

Cluster Sales Officer (CSO) competence is an independent variable in this study with the number of respondents before 104 respondents have 3 (three) dimensions of questions, namely Knowledge, *Skills* or skills and attitudes. The competence of this *Cluster Sales Officer* (CSO) has 13 (thirteen) questions with a score of 5,626 or a percentage of 83.22% categorized as good, this measurement is carried out to obtain information and analysis on whether the *Cluster Sales Officer* (CSO) is able to do its job well and meet predetermined standards.

This means that the better the competence of the *Cluster Sales Officer* (CSO), the better the achievement of *Key Performance Indicators* (KPIs) or positive and significant influence. From the monitoring of PT. Indosat Ooredoo Hutchison collaborates with Cluster Management Partners (MPC) to conduct coaching and improvement of *Cluster Sales Officer* (CSO) competition including training programs related to products, how to sell, knowledge about products and *attitude* or attitude coaching such as spiritual activities, *on the job training* or *On the job audit* work so that the quality of work can be maintained.

7.3 Key Performance Indicator (KPI)

Key Performance Indicator (KPI) is the dependent variable in this study, with 104 respondents with 3 (three) dimensions, namely Volume KPI, Unit Sales KPI, and evenly distributed KPI. This *Key Performance Indicator* (KPI) has 7 (seven) questions with an average descriptive analysis score of 2,918 or a percentage of 81.76% categorized as good. This means that the achievement of this *Key Performance Indicator* (KPI) can be achieved well by the *Cluster Sales Officer* (CSO).

This *Key Performance Indicator* (KPI) is a company measurement tool to assess the performance of *Cluster Sales Officers* (CSOs) in carrying out their duties. And so far it has been done well from the results of monitoring at PT. Indosat Ooredoo Hutchison in the Makassar-Gowa sales area, the *Key Performance Indicator* (KPI) assessment is carried out periodically, monthly, quarterly, and annually which is adjusted to the needs of the company to maintain the sustainability and sustainability of the company.

7.4 The Relationship of Work Process Monitoring to the Achievement of Key Performance Indicators (KPI) of the Sales Officer (CSO) Cluster in the Makassar-Gowa Sales Area

Based on the results of the calculation of SEM PLS-4, the calculation of the work process monitoring variable against the *Key Performance Indicator* (KPI) has a p value of 0.006 with a significance of 0.05% and t - statistics of $2.733 > 1.96$ means that the relationship of work process monitoring to the achievement of *Key Performance Indicator* (KPI) (H1) is positive and has a significant influence. Thus the analysis of this hypothesis is acceptable.

Thus, monitoring the work process carried out so far has an impact on the achievement of the *Key Performance*

Indicator (KPI) of the Cluster sales Officer (CSO) both frequency, data quality and consistency as well as the ability of the leaders so that the movement of the Cluster sales Officer (CSO) team can be monitored properly so that it is always on track to pursue the Key Performance Indicator (KPI) them.

This study is in line with previous research conducted by Madhurima Mishra, Koustab Ghosh (2020) in this study exploring how two supervisory monitoring styles, namely, interactional and observational, differently impact job satisfaction and subordinate affective organizational commitment to achieve work goals.

This is also in line with previous research by Rohmat, Nur Hidayati, Siti Asiyah (2019) in her research entitled "The Effect of Performance Monitoring and Evaluation on Employee Work Productivity at Kpp Pratama Malang Selatan", Based on their test results, this study is known to obtain t test results, namely t count 2.473, whose significance value is less than 0.016 and probability value less than 0.05. The result is received by the H1 result, so that the monitoring variable affects the predictivity of work.

7.5 Relationship of Cluster Sales Officer (CSO) Competency to Key Performance Indicator (KPI) Achievement in SA Makassar-Gowa

Based on the results of the PLS-4 SEM calculation, the calculation of the relationship between the *Cluster Seles Officer (CSO) Competency* variable to the *Key Performance Indicator (KPI)* has a p Value value of 0.00 with a significance of 0.05% and t-statistics of 5.291 > 1.96, meaning that the relationship *between the Cluster Seles Officer (CSO) Competency* variable to the achievement of *the Key Performance Indicator (KPI) (H2)* Positive and has a significant influence. Thus the analysis of this hypothesis is acceptable.

Competencies that are in accordance with the sales profession greatly support the achievement of work targets starting from knowledge, skills to good behavior will have a very positive and significant effect on the achievement of *Key Performance Indicators (KPI) of the Cluster Seles Officer (CSO)*.

This is in line with previous research by Khaidarmansyah, & Princess Rosmala Dewi. (2022) with the title "*Analysis of the effect of Competence and Achievement of KPI Targets On Employee Performance at PT Bank Mega Syariah Bandar Lampung Branch Office*" with the results of the study showing that Competency partially affects employee performance, KPI Achievement Target partially affects employee performance, and Competency and KPI Achievement Target simultaneously affect performance.

7.6 The Relationship Between Work Process Monitoring and Cluster Sales Officer (CSO) Compatibility to the Achievement of Key Performance Indicators (KPIs) in SA Makassar-Gowa

While the results of the calculation of SEM PLS-4 obtained the results of calculating the relationship between the variables of work process monitoring and the competence *of the Cluster Seles Officer (CSO) (H3)* against *the Key Performance Indicator (KPI)* has a p-value of 0.247 with a significance of 0.05% and t-statistics of 1.158 < 1.96 means that the relationship between the Monitoring *Cluster Seles Officer (CSO) as a variable (X1) and Varibel Monitoring (X2)* to achievement *Key Performance Indicator (KPI)* as an independent variable (Y) with positive results but does not have a significant influence. Thus the analysis of this hypothesis is unacceptable. That, to ensure the level of influence, this result is a reminder of work process monitoring activities and competencies must be carried out separately so that the achievement of *Key Performance Indicators (KPIs)* properly can be achieved.

Informed consent

Obtained.

Ethics approval

The Publication Ethics Committee of the Canadian Center of Science and Education.

The journal and publisher adhere to the Core Practices established by the Committee on Publication Ethics (COPE).

Provenance and peer review

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Data availability statement

The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to privacy or ethical restrictions.

Data sharing statement

No additional data are available.

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