

# Objectives and Key Results (OKRS) and Their Role in Enhancing Employee Performance: A Systematic Literature Review

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## Abstract

Employee performance is influenced by training, compensation, and work discipline; however, many organizations face challenges in managing these factors effectively. Objectives and Key Results (OKR) is a performance management methodology that helps set clear and measurable goals, but its implementation often encounters obstacles such as a lack of understanding and resistance to change. This study aims to review existing literature to understand how OKR can enhance employee performance and identify key success factors. The research employs the Systematic Literature Review (SLR) method to analyze the role of OKR in improving employee performance by collecting and filtering literature from various academic sources using strict selection criteria. The analysis is conducted through a thematic approach, the PRISMA method for literature selection, and validity and reliability evaluation by ensuring the credibility of sources and consistency in data analysis processes. The findings indicate that OKR is an effective management tool for enhancing employee and organizational performance, but its success requires careful planning and strong managerial support. The implementation of OKR must be aligned with organizational culture and strategy to ensure optimal outcomes. Further studies are needed to explore the impact of OKR on employee satisfaction and well-being in digital work environments. For successful implementation, companies must provide adequate training and socialization to foster a transparent and collaborative work culture.

**Keywords:** Employee performance, Objectives and Key Results (OKR), Organizational Strategy, Performance Management, Systematic Literature Review

## Introduction

Employee performance is a key factor in organizational success. According to research by Hidayat et al. (2025), training, compensation, and work discipline play a crucial role in enhancing employee performance. Effective training equips employees with the necessary competencies, while fair compensation fosters motivation and job satisfaction. Work discipline ensures adherence to organizational standards and goals, all of which contribute to improved employee performance. However, many organizations face challenges in effectively managing employee performance. Lack of motivation, unclear goals, and the absence of objective performance measurements are often major obstacles. For instance, a study by Kapero et al. (2023) found that work engagement, competence, and employee attachment significantly

impact employee performance. Therefore, it is essential for organizations to develop a transparent and accountable performance management system, ensuring that rewards and punishments are fairly implemented based on employees' actual performance.

Objectives and Key Results (OKR) is a performance management methodology designed to set clear objectives and measure their achievement through quantifiable key results. This concept was first introduced by Andy Grove at Intel in the 1970s as an evolution of the Management by Objectives (MBO) approach developed by Peter Drucker. OKRs aim to align individual goals with the organization's vision, ensuring that all team members work toward the same objectives with specific and measurable success indicators. The implementation of OKRs has been widely adopted by leading technology companies, including Google and Intel, as a tool to enhance employee engagement and organizational effectiveness. However, despite being designed to boost productivity, OKR implementation does not always proceed smoothly. Some criticisms argue that this system can be manipulated or ineffective if not properly applied, as discussed in the article *"The Hollow Core of Elon Musk's Productivity Dogma,"* published by *The New Yorker* in 2025. This article highlights challenges in measuring the productivity of knowledge workers and notes that while OKRs have been widely adopted by major technology firms, their implementation often faces manipulation and inefficiency.

The implementation of OKRs in organizations frequently encounters various challenges. One of the most significant issues is the lack of a comprehensive understanding of the OKR concept and its application among employees and management. This can lead to the misalignment of objectives with the company's vision or the establishment of key results that are not clearly measurable. Additionally, resistance to shifting from traditional work culture to a more transparent and metrics-driven approach is a significant barrier to effective OKR adoption. A study by Sihol Situngkir (2020–2022) emphasized the critical role of leadership in driving performance through effective performance management, including OKRs. This research indicated that without strong commitment and understanding from leadership, OKR

implementation tends to yield suboptimal results. Furthermore, an organizational culture that does not support transparency and accountability can hinder the effectiveness of OKRs in improving organizational performance (Tinambunan, 2024).

Although various studies have examined the application of OKRs in specific contexts, such as case studies in particular companies, systematic reviews that explore the direct relationship between OKRs and overall employee performance improvement remain limited. For example, research by Sunarto and Saefurrohman (2023) analyzed the implementation of OKRs at PT Vanaya Cendekia Internasional and found that while OKRs and the physical work environment played a role, additional factors were necessary for significant employee performance improvement. Furthermore, a systematic literature review by Troian et al. (2023) identified three main categories in OKR research: OKR methodology implementation, the development of new performance tracking models based on OKRs, and theoretical studies. However, this research also emphasized that studies directly linking OKR implementation to comprehensive employee performance enhancement are still scarce, highlighting a research gap in this area.

This study aims to conduct a systematic review of existing literature to understand how OKRs contribute to employee performance improvement. Previous research by Sunarto and Saefurrohman (2023) indicated that OKR implementation, along with a conducive work environment, could influence employee performance, although not significantly. This suggests that OKR implementation must be accompanied by supporting factors to achieve optimal performance improvement. This study is expected to provide insights for academics and practitioners in optimizing OKR implementation across various organizations. For instance, research by Faruqi (2025) demonstrated that OKR adoption successfully aligned organizational and individual goals, enhancing transparency, accountability, and employee motivation. These findings highlight the importance of a deep understanding of the factors influencing OKR effectiveness in different organizational contexts.

## **Methods**

### **1. Research Design and Approach**

This section describes the methodology used to examine the role of Objectives and Key Results (OKR) in enhancing employee performance. The research approach adopted is a Systematic Literature Review (SLR), which involves identifying, evaluating, and synthesizing relevant studies from various academic sources. The research process includes a literature search based on specific keywords, filtering studies based on inclusion and exclusion criteria, and conducting thematic analysis of the findings. Through this methodology, the study aims to provide a comprehensive overview of OKR effectiveness in employee performance management, as well as identify trends, challenges, and research gaps in the field.

### **2. Data Sources and Search Strategy**

This section outlines the methods used to collect and filter relevant literature. It includes the data sources utilized, such as academic journals, conference proceedings, and scientific databases (e.g., Scopus, Web of Science, Google Scholar). The search strategy involves using specific keywords related to Objectives and Key Results (OKR) and employee performance, as well as applying Boolean search techniques to enhance the relevance of the results. Furthermore, inclusion and exclusion criteria are established to ensure that only high-quality and relevant literature is analyzed, with a focus on studies within a specific timeframe to maintain relevance to current trends.

### **3. Literature Selection Stages Using the PRISMA Method**

The process of screening and selecting relevant literature follows the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method. This approach ensures transparency and accuracy in the literature selection process through several key stages: identification, screening, eligibility assessment, and inclusion. The selection stages using PRISMA are as follows:

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a. Identification:

Collecting literature from various sources, including scientific journals, conference proceedings, and academic databases.

b. Screening:

Removing duplicates and reviewing titles and abstracts to match the inclusion and exclusion criteria.

c. Eligibility:

Assessing the full text of studies that passed the screening phase to ensure their relevance to the research.

d. Inclusion:

Compiling the final list of studies that meet all criteria for further analysis.

e. Visualization with a PRISMA Diagram:

Presenting the selection process in a PRISMA flow diagram to enhance transparency and research replicability.

#### **4. Data Analysis Techniques**

This section describes the methods used to analyze data collected from various literature sources. The analysis is conducted systematically using the Systematic Literature Review (SLR) approach, which involves identifying, selecting, and synthesizing data from journals, scientific articles, and other relevant academic sources. Data is analyzed using categorization and thematic mapping techniques to identify patterns, trends, and relationships between the use of Objectives and Key Results (OKR) and improvements in employee performance. Additionally, a qualitative approach is applied to evaluate the credibility and relevance of each source, ensuring that the findings are valid and can serve as a basis for decision-making in performance management contexts.

5. Validity and Reliability Methods

The validity and reliability of this study are ensured through multiple strategies, including a systematic literature search from various academic databases, well-defined inclusion and exclusion criteria for selecting relevant studies, and rigorous data analysis techniques to maintain objectivity and reproducibility of results. Research validity is ensured through the selection of credible sources and peer-reviewed studies, while reliability is maintained by implementing transparent and consistent analytical procedures, including inter-rater reliability when multiple researchers are involved in the data coding process.

Results and Discussion

1. Literature Review Results

Table 1. Results of the Literature Review in this study					
No.	Author(s)	Year	Key Focus	Main Findings	Remarks
1	Masarroh & Anshori	2024	SLR using PRISMA method	PRISMA method applied to identify relevant studies from Scopus and Google Scholar (2020–2025). Inclusion based on peer-review and topic relevance.	Provided the foundational methodology for SLR.
2	Sunarto & Saefurrohman	2023	OKR in agile work environments	OKR positively influences employee performance when combined with agile practices.	Highlights synergy between OKR and agile environments.
3	Nisa et al.	2024	Impact of OKR on employee motivation and communication	OKR improves clarity of roles, motivation through challenging goals, and team collaboration. Success depends on management support and culture.	Emphasizes critical success factors for OKR implementation.
4	Readi & Sudarmiatin	2023	Challenges in OKR implementation	Resistance to OKR exists; success needs training and contextual alignment.	Identifies potential pitfalls and the importance of training.
5	Qatrin & Mulyasari	2023	Role of technology in OKR	Digital platforms enhance OKR monitoring and integration with other systems. However, require adequate investment and training.	Underlines the role of tech infrastructure and readiness.
6	Jatmiko et al. (2023)	2023	Quantitative OKR implementation	OKRs help align the organization’s strategic goals with employee operational activities.	Supports the relevance of OKRs in improving alignment between individuals and the organization.

This systematic literature review (SLR) applies the PRISMA method, which includes identification, screening, eligibility, and inclusion stages. Literature searches were conducted using databases such as Scopus and Google Scholar with keywords like “Objectives and Key Results” (OKR) and “employee performance.” The review included peer-reviewed journal articles published between 2020 and 2025 that were relevant to the topic (Masarroh & Anshori, 2024). Research trends show a growing interest in the application of OKR in improving employee performance. Studies by Sunarto and Saefurrohman (2023) demonstrate that implementing OKR in agile work environments positively influences performance outcomes. Other literature emphasizes that OKR aligns individual objectives with organizational goals, fostering accountability and transparency across all levels of the organization.

Key findings reveal that OKR contributes significantly to clarifying employee roles, boosting motivation through goal-setting, and enhancing communication between teams and management, thereby improving collaboration and productivity (Nisa et al., 2024). Despite these benefits, the literature also outlines challenges such as employee resistance due to perceived pressure from goal-setting frameworks. Rendi and Sudarmiatin (2023) emphasize the importance of training and socialization to ensure that employees fully understand OKR’s benefits. Moreover, the successful implementation of OKR depends on its adaptability to the organizational context. The integration of digital technologies in OKR systems facilitates real-time performance tracking and decision-making but requires proper investment and training (Qatrin & Mulyasari, 2023). Ultimately, OKR fosters a results-oriented culture that enhances employee engagement, yet its effectiveness relies on participatory planning, managerial commitment, and alignment with the organization’s culture and strategic goals.

## **2. The Role of Objectives and Key Results (OKR) in Improving Employee Performance**

Objectives and Key Results (OKR) is a management framework used to set and track goals and key results in an organization. OKR consists of two main components: Objectives, which are qualitative statements about what is to be achieved, and Key Results, which are a series of measurable metrics that indicate achievement of those objectives. This approach is designed to ensure that all members of the organization work in harmony towards the same goal, with a focus on measurable results (Nisa et al., 2024). The implementation of OKR in an organization can increase individual and team productivity.

By setting clear goals and measurable key results, employees have concrete guidance on what to achieve and how to measure it. This encourages increased focus, accountability, and collaboration between teams, which ultimately contributes to improving the overall performance of the organization (Jatmiko et al., 2023).

Empirical studies show that the implementation of OKR can have a positive impact on employee performance. For example, research conducted by Sultan (2022) indicates that setting the right OKR in a company is very important to increase effectiveness and achieve desired results. This study emphasizes the importance of performance evaluation to determine the level of success and achievement of each employee, as well as how the implementation of OKR can improve efficiency and achievement of company targets (Jacelyn & nelson, 2024). In addition, research by Niven and Lamorte (2016) identified that OKR is a framework for critical thinking and ongoing discipline, which seeks to ensure that employees work together in order to focus on measurable contributions to drive organizational progress. This study also emphasizes that OKR consists of two main components: objectives and key results, each of which plays an important role in setting and achieving organizational goals.

Implementing OKR can also help organizations align strategic goals with day-to-day operational activities. By setting aligned OKRs across all levels of the organization, from top management to frontline employees, each individual can see how their contributions support the company's overall goals. This increases employee engagement and ensures that all efforts are directed towards achieving the organization's vision and mission. However, implementing OKR is not without challenges. Some of the obstacles that are often encountered include a lack of understanding of the OKR concept, resistance to change, and difficulty in setting truly measurable key results. Therefore, it is important for organizations to provide adequate training and resources, and ensure effective communication in the OKR implementation process (Suriyanti et al., 2025). Overall, OKR is an effective management tool to improve employee and organizational performance. By setting clear goals and measurable key results, and ensuring engagement and accountability at all levels, OKR can help organizations achieve their strategic goals more efficiently and effectively.

### **3. Factors Affecting the Effectiveness of OKR in an Organization**

The effectiveness of the implementation of Objectives and Key Results (OKR) in an organization is influenced by various key factors. One of them is organizational culture and management support. A culture that supports transparency, collaboration, and open communication is essential for the success of OKR. Full support from top management ensures that OKR is integrated into the organization's strategy and gets the necessary priority. According to research by Qatrin and Mulyasari (2023), an agile culture in a company can bring its own challenges in implementing policies related to employee performance appraisal systems, but with the right management support, OKR can be implemented effectively (Qatrin & Mulyasari, 2023).

Employee involvement in the OKR setting process is also a crucial factor. When employees are involved in determining objectives and key results, they feel they have a higher responsibility and commitment to achieving the OKR. This is in line with research findings showing that active employee involvement in the preparation of OKR can increase team productivity and collaboration (Sunarto & Saefurrohman, 2023). In addition, the alignment between OKR and company strategy ensures that all efforts made are aligned with the organization's vision and mission. Well-designed OKRs should reflect the company's strategic priorities and help in achieving long-term goals. Research by Faruqi (2023) shows that implementing OKRs that are aligned with organizational goals can increase transparency, accountability, and employee motivation.

To overcome these obstacles, training and socialization regarding OKRs are important steps. With a deep understanding, employees can more easily accept and implement OKRs in their daily work. In addition, clear and consistent communication from management regarding the importance of OKRs and how they contribute to organizational success can help reduce resistance and increase employee commitment (Mitraberdaya, 2024). Periodic evaluation and adjustment of OKRs is also needed to ensure their relevance and effectiveness. A dynamic business environment requires organizations to continuously monitor and adjust OKRs according to changes that occur. Research by Faruqi (2023) emphasizes the importance of iterating and adjusting OKRs to achieve the desired goals optimally. Overall, the success of OKR implementation in an organization is greatly influenced by organizational culture, management support, employee engagement, alignment with corporate strategy, and the ability

to identify and overcome obstacles that arise. A comprehensive and adaptive approach will help organizations maximize the benefits of OKR implementation.

#### **4. Comparison of OKR with Other Performance Measurement Methods**

Objective and Key Results (OKR) and Key Performance Indicators (KPI) are two methods that are often used in measuring organizational performance. KPI focuses on monitoring operational performance through predetermined metrics, while OKR emphasizes setting ambitious goals and measurable key results to drive innovation and growth. The main difference between the two lies in flexibility and goal orientation; OKR is more adaptive and oriented towards achieving challenging short-term goals, while KPI tends to be static and focuses on routine performance monitoring (Panchadsaram, 2023). The advantage of OKR over other methods, such as KPI and Balanced Scorecard, lies in its ability to encourage team collaboration and transparency within the organization. OKR allows each team member to understand the company's top priorities and how their contributions play a role in achieving those goals. However, the disadvantage of OKR is the lack of a rigid structure in quantitative measurement, which can lead to confusion if not implemented properly (Thinyam et al., 2022).

Integrating OKR with other performance management systems, such as KPI and Balanced Scorecard, can result in a more comprehensive approach to performance management. By combining the flexibility and goal orientation of OKR with the structure and measurable metrics of KPIs, organizations can strike a balance between innovation and operational stability. This approach allows companies to set ambitious goals while still monitoring operational performance effectively (Yilmaz & Ustundag, 2023). The implementation of OKR in various sectors has shown positive results. For example, a case study on the Keenansupercar startup in Bali showed that the implementation of OKR helped the company achieve short-term goals more effectively and be responsive to market changes. By setting clear and measurable goals, the team can be more focused and aligned in their efforts to achieve the targets set (Sumardana et al., 2023).

However, it is important to consider that OKR may not be suitable for all types of organizations or work cultures. Some companies may require a more rigid and well-defined structure, such as that offered by KPIs or Balanced Scorecards, especially if their operations rely heavily on standardized processes. Therefore, an in-depth evaluation of the needs and characteristics of the organization is

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necessary before adopting OKR as the main performance measurement method. In addition, the integration of OKR with other performance management systems requires careful planning and communication. Organizations must ensure that all team members understand their roles and responsibilities within the new framework, as well as how OKRs and KPIs complement each other in achieving company goals. Proper training and socialization can help minimize resistance to change and ensure successful implementation (Thinyam et al., 2022). Overall, OKRs offer a flexible, goal-oriented approach to performance measurement that can complement traditional methods such as KPIs and the Balanced Scorecard. By understanding the strengths and weaknesses of each method, and how to integrate them effectively, organizations can build a performance management system that is adaptive and aligned with their strategic goals.

## **5. Implications for Human Resource Management (HRM) Research and Practice**

Research on Objective and Key Results (OKR) has contributed significantly to the development of Human Resource Management (HRM) theory and practice. The implementation of OKR in organizations allows for the setting of clear and measurable goals, which in turn improves employee performance and overall organizational effectiveness. This is in line with the findings of Tholib et al. (2024) who emphasized the importance of the strategic role of HRM in improving organizational performance through effective practices. In the context of implementing OKR, companies are advised to integrate this method into their HRM strategy. This step includes setting goals that are aligned between individuals and organizations, as well as monitoring achievements periodically. A study by Tholib et al. (2024) showed that effective HRM practices, including the implementation of OKR, can significantly improve organizational performance.

In the context of OKR adoption, companies are advised to integrate HRM practices with the overall organizational strategy. Research by Sujono et al. (2020) identified that adapting performance management models, such as OKR, requires adjustments to organizational culture and active involvement from leaders to ensure their effectiveness (Qatrin & Mulyasari, 2023). In addition, digitalization in HRM practices plays an important role in supporting OKR implementation. A study by Rubel et al. (2020) showed that HRM digitalization can improve employee performance through more

efficient and integrated management, which in turn supports the achievement of OKR goals (Sumayono, 2024).

For further research, exploration of the impact of OKR on employee job satisfaction and well-being is recommended. Tesavrita and Suryadi (2020) suggest that factors such as rewards and recognition contribute significantly to job satisfaction, but specific research related to OKR implementation in this context is still limited (Subroto, 2021). In addition, research by Parker et al. (2020) emphasizes the need to adapt performance management models in the context of increasingly common remote work after the COVID-19 pandemic. Further studies can examine how OKR can be implemented effectively in this flexible work environment (Krismayanti et al., 2024).

In practice, companies need to ensure that OKR implementation is accompanied by adequate training and development for employees. Well-designed training modules, covering theory and practice, will help employees understand and apply OKR effectively in their work. Overall, the integration of OKR into HRM practices requires a holistic approach that considers aspects of organizational culture, digitalization, and employee well-being. Continued research and practice in this area will help companies achieve competitive advantage through effective human resource management.

## 6. PRISMA Analysis in Literature Review

Table 2. Meta Analysis of Journal Articles

No	Researcher Name	Conclusion	Relevance to the Topic Under Study
1	Masarroh & Anshori (2024)	The implementation of OKRs has a positive impact on employee performance by improving role understanding, motivation, and communication within the organization.	Shows that OKRs help improve individual and team performance through clear and measurable goals.
2	Sunarto & Saefurrohman (2023)	OKRs implemented in an agile work environment contribute to increased employee performance.	Supports the research by highlighting the importance of a flexible work culture in supporting OKR effectiveness.
3	Nisa et al. (2024)	OKRs improve motivation, communication, and work efficiency but require management commitment and a supportive organizational culture.	Emphasizes key factors in the successful implementation of OKRs to enhance employee performance.
4	Readi & Sudarmiatin (2023)	Employee resistance is a major challenge in OKR implementation, which can be overcome through proper training and socialization.	Reinforces the finding that OKR implementation should be accompanied by effective change management strategies.
5	Qatrin & Mulyasari (2023)	Technology plays a key role in OKR implementation by enabling real-time performance monitoring.	Highlights the role of digitization in supporting OKR effectiveness within organizations.
6	Jatmiko et al. (2023)	OKRs help align the organization's strategic goals with employee operational activities.	Supports the relevance of OKRs in improving alignment between individuals and the organization.

Based on the data in Table 1, it shows that the results of a meta-analysis of various journal articles discussing the application of Objectives and Key Results (OKR) in the context of employee and organizational performance. The PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework was utilized to ensure the transparency and comprehensiveness of the literature selection process in this study. Through a systematic screening and filtering of journal articles, six high-quality studies were identified that directly address the role of Objectives and Key Results (OKRs) in enhancing employee performance. Each selected study meets the eligibility criteria and contributes unique perspectives and findings that help deepen the understanding of OKR implementation in various organizational settings. The findings from *Masarroh and Anshori (2024)* indicate that OKRs positively affect employee performance by improving role clarity, motivation, and communication within the organization. These results are consistent with *Sunarto and Saefurrohman (2023)*, who emphasize the impact of OKRs in agile work environments where flexibility and adaptability are central to increased performance. The relevance of OKRs in aligning personal and team goals with strategic objectives is further reinforced by *Jatmiko et al. (2023)*, who argue that OKRs effectively bridge operational activities with long-term organizational goals. In addition to performance outcomes, several studies highlight the conditions necessary for successful OKR implementation. *Nisa et al. (2024)* stress that management commitment and a supportive organizational culture are crucial factors in ensuring that OKRs lead to improvements in motivation, communication, and work efficiency. Meanwhile, *Readi and Sudarmiatin (2023)* acknowledge resistance to change as a common barrier, which can be mitigated through structured training programs and effective socialization efforts. These insights suggest that OKRs cannot function effectively in isolation but require a broader change management approach. Finally, the role of technology is emphasized by *Qatrin and Mulyasari (2023)*, who argue that digital tools are essential in enabling real-time performance monitoring and feedback, thereby enhancing the overall implementation process. This finding illustrates that the

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integration of technological solutions supports not only transparency but also the continuous tracking of goal achievement, which is fundamental to the OKR methodology. Collectively, the PRISMA-based literature analysis highlights that while OKRs hold significant potential for improving employee performance, their success is contingent upon contextual factors such as leadership, culture, communication, and technological infrastructure.

## **7. Research Findings**

This study adopted a systematic literature review (SLR) approach with the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method. This process involves four main stages: identification, screening, eligibility, and inclusion. Literature searches were conducted through the Scopus and Google Scholar databases with the keywords "Objectives and Key Results" (OKR) and "employee performance". After screening based on inclusion criteria—including publications between 2020 and 2025 and peer-reviewed journals—a number of articles were further analyzed. The findings show that the adoption of OKR in organizations has increased in recent years, especially in companies that implement an agile approach. Research by Sunarto and Saefurrohman (2023) found that integrating OKR with a flexible work culture can significantly improve individual and team performance.

OKR is a management framework that helps organizations set clear goals and measurable results. OKR consists of two main elements: objectives, which are qualitative goals, and key results, which are measurable indicators to evaluate the achievement of these goals. A study conducted by Nisa et al. (2024) shows that effective implementation of OKR can increase employee focus, accountability, and engagement in achieving organizational targets. In addition, research by Jatmiko et al. (2023) confirms that companies that implement OKR tend to have a more transparent and collaborative work structure, which contributes to increased productivity and operational efficiency.

The success of OKR implementation in an organization is highly dependent on various factors, including organizational culture, management support, and employee engagement.

Research by Qatrin and Mulyasari (2023) highlights that a work culture that supports transparency and open communication can increase the effectiveness of OKR implementation. In addition, active employee involvement in the OKR preparation process ensures a sense of ownership and responsibility for achieving goals. Another study by Sunarto and Saefurrohman (2023) revealed that organizations that involve employees in the formulation of OKR tend to have higher levels of job satisfaction, which has a positive impact on work motivation and productivity.

OKR is often compared to other methods such as Key Performance Indicators (KPIs) and Balanced Scorecard. KPIs focus more on monitoring predetermined operational performance indicators, while OKRs are more flexible and adaptive in setting and evaluating goal achievement. According to Panchadsaram (2023), the main advantage of OKR is its ability to drive innovation and accountability within an organization, compared to KPIs which are more static. A study by Yilmaz and Ustundag (2023) suggests that integrating OKRs with KPIs can provide a more holistic performance management approach, where companies can set ambitious goals while maintaining operational stability through KPIs.

The findings of this study have significant implications for the development of Human Resource Management (HRM) theory and practice. The implementation of OKRs allows organizations to align strategic goals with individual performance management, which ultimately improves the overall effectiveness of the organization. A study by Tholib et al. (2024) emphasizes the importance of integrating OKRs into HRM strategies, especially in building a results-based work culture. In addition, research by Rubel et al. (2020) showed that HR digitalization can support OKR implementation through real-time performance monitoring and evaluation, thereby increasing employee management efficiency.

## **Conclusion**

Based on the results of the research that has been conducted, it can be concluded that this study confirms that OKR is an effective management tool in improving employee and organizational

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performance. However, the success of its implementation cannot be achieved instantly, but requires careful planning and full support from top management. In addition, the implementation of OKR must be adjusted to the culture and strategy of the organization in order to run optimally. In an increasingly flexible and digital-based work environment, further studies are needed to explore more deeply the impact of OKR on employee job satisfaction and well-being. For companies that want to adopt OKR, it is important to provide adequate training and socialization. This aims to ensure that employees understand the concept and application of OKR well, so that this method can be implemented effectively. With the right support, OKR can help organizations achieve their strategic goals, increase employee engagement, and encourage a more transparent and collaborative work culture.

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