

ANALYSIS OF THE IMPLEMENTATION OF THE 4DX CONCEPT ON EMPLOYEE PERFORMANCE AT BANK SYARIAH INDONESIA KCP BENGKALIS RIAU

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Abstract: The purpose of this research is to find out respondents' responses to the implementation of the 4DX concept, the level of employee performance and to determine the effect of the implementation of the 4DX concept on employee performance at Bank Syariah Indonesia KCP Bengkalis. The sample in this study is all 17 employees of Bank Syariah Indonesia KCP Bengkalis by conducting interviews with the management of Bank Syariah Indonesia KCP Bengkalis. The summary results on average 4DX concept implementation variables are at a score of 4.21 and are included in the very high class category. The employee performance variable is at a score of 4.52 and is included in the very high class category. 30.4% of the variables that affect employee performance, while the remaining 69.6% (100% - 30.4%) are caused by other variables such as company management, work environment and so on which are not discussed in this study. Result the 4DX concept has a positive and significant effect on the performance of the employees of Bank Syariah Indonesia KCP Bengkalis.

Keywords: The 4 Disciplines For Execution (4DX), Employee Performance, Islamic Bank

1. Introduction

Every organization or company must have goals, both short-term goals and long-term goals according to the company's vision and mission (Adhitama, 2017). This goal is what keeps the organization moving dynamically, making changes continuously in order to achieve its goals, including in this case, in the banking world. Banks can simply be interpreted as financial institutions whose business activities are collecting funds from the public and channeling these funds back to the community and providing other services (Kasmir, 2015). Meanwhile, Islamic banks according to Law no. 21 of 2008 and Article 1 number 7 of Law no. 10 of 2008 concerning Sharia Banking, what is meant by sharia banking is everything related to sharia banks and sharia business units, including institutions, business activities,

To support the increase in performance produced by employees in order to provide maximum service to the community, the company can apply the concept of The 4 Disciplines Of Execution (4DX). This is a method of execution of the strategy that has been determined by the company to be able to achieve its goals. To provide quality service and excellent performance, employees need to have discipline that must exist in each employee, this discipline is to focus on the most important goals among the many important goals, carry out

activities that are able to support the achievement of the most important goals, motivate to provide encouragement to individuals to provide highest performance,

The 4DX concept is a management plan execution concept that was coined by Sean Covey in 2012 which he expressed through his book entitled *4 The Disciplines Of Execution*, after that this concept was widely adapted by various companies because of its effectiveness and efficacy in responding to the challenges of today's management world including as well as the world of banking in Indonesia, especially Bank Syariah Indonesia KCP Bengkalis.

The 4DX concept can help companies to see and monitor how the results of the performance of all employees, be it the results per individual or the results per work unit of the company. In the implementation of 4DX at Bank Syariah Indonesia KCP Bengkalis using the Scoreboard, the Scoreboard here serves to ensure that each team member or company can know the achievement of their targets at any time, so that they know whether they are making progress or vice versa, besides that there are also regular meetings held to evaluate targets. Targets that have been achieved and those that have not. In this study, the author will focus more on examining the effect of the 4DX concept on the performance of the employees of Bank Syariah Indonesia KCP Bengkalis.

2. Literature review

The purpose of the research conducted by Rajan, et al (2017) stated that management success is measured by how well the strategic plan is executed perfectly and organizational goals are achieved. Strategic planning is a boardroom exercise and real problems are only encountered in its execution. Any changes made throughout the organization, therefore require a proven methodology for their implementation. Furthermore, research conducted by Putri, et al (2018) Human resources are the main role in every company activity. Even though there are many facilities and infrastructure, without the support of human resources, the company's activities will not run well. Sunandar (2019) The success or failure of a company depends on the ability of human resources in carrying out their respective duties and functions. Human resource management according to Dessler (2011) is policies and practices in mobilizing human resources or aspects related to management positions in human resources which include recruitment, screening, training, awarding and appraisal activities. According to Hasibuan (2011), management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal. This management consists of six elements (6M), namely: Man, Money, Method, Materials, Machines, and Market.

Employee performance indicators

Lei and Siagian (2018) there are 5 indicators that can be used to measure employee performance, namely quality, quantity, timeliness, effectiveness and independence.

The 4 Disciplines Of Execution (4DX) Concept Model

Akob and Arianti (2019), The 4DX concept (4 Disciplines of Execution) is a pattern of regular behavior that leads to the achievement of an excellent organizational goal. One of the keys to success in achieving the set targets is the ability to execute existing strategies. To answer this challenge, after conducting research for more than seven years Franklin Covey developed the program *The 4 Disciplines of Execution (4DX)*. This program helps the achievement of organizational goals through the establishment of a culture of execution. The 4DX consists of four disciplines that must be carried out continuously, namely: 1). Focus on the wildfly

important; 2).Act on lead measure; 3).Manage a motivating scoreboard; 4).Creating a rhythm of accountability.

3. Method

The purpose of this research to find out respondents' responses about the implementation of the 4DX concept, the level of employee performance and to determine the effect of the implementation of the 4DX concept on employee performance at Bank Syariah Indonesia KCP Bengkulu.

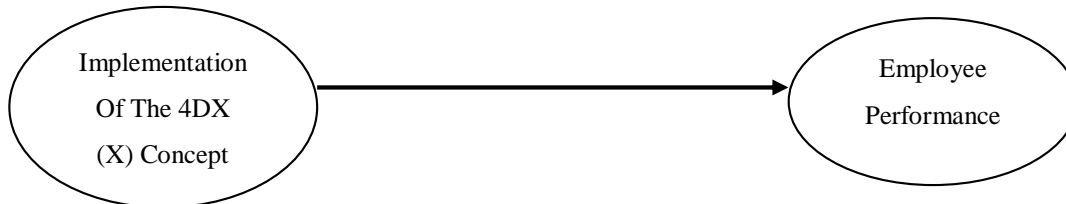


Figure 1. Research Model

Population and Sample

The population of this research is the employees of the Indonesian Islamic Bank KCP Bengkulu. According to Sugiyono (2014) the saturated sampling technique is a sampling technique where all members of the population are used as samples. So that the sample in this study were all employees of Bank Syariah Indonesia KCP Bengkulu totaling 17 people.

Respondent Profile

Table 1 below shows that the characteristics of the employees of Bank Syariah Indonesia Bengkulu sub-branches based on gender are more dominated by men than women. The age of respondents is dominated by the age category of 30-40 years.

Table 1. Profile of Respondents

No	Age	Number of people)	Percentage
1	20-30	5	29.5%
2	30-40	12	70.5%
	Amount	17	100%
No	Gender	Number of people)	Percentage
1	Man	14	82.4%
2	Woman	3	17.6%
	Amount	17	100%
No	Field of work	Number of people)	Percentage
1	Operational	2	11.7%
2	Marketing	4	23.5%
3	Customer Service	1	5.8%
4	teller	1	5.8%
5	Driver	1	5.8%
6	Security	2	11.7%
7	CSE	1	5.8%
8	MFA	1	5.8%
9	O'CLOCK	1	5.8%
10	RSE	2	11.7%
11	Office Boy	1	5.8%
	Amount	17	100%

Sources: Processed Data 2021

It can also be seen that 23.5% are employees of Bank Syariah Indonesia Bengkalis sub-branch office from the field of marketing work. This means that the respondents in this study were dominated by those who worked in the marketing department.

4. Result and Discussion

The results and summary of the implementation variables of the 4 Disciplines of execution (4DX) concept can be seen in Table 2 as follows:

Table 2. Descriptive Summary of Variables Implementing the 4DX Konsep Concept

4DX Konsep Concept Indicator		Frequency Distribution					Total	mean	Note.	
		SS	S	RR	TS	STS				
		5	4	3	2	1				
Focus on the widely important	1	freq	13	3	1	0	0	17	4.58	Very high
		Score	65	12	3	0	0	78		
	2	freq	8	9	0	0	0	17	4.47	Very high
		Score	40	36	0	0	0	76		
Act on Lead Measure	1	freq	4	8	1	3	0	17	3.58	Tall
		Score	20	32	3	6	0	61		
	2	freq	9	8	0	0	0	17	4.52	Very high
		Score	45	32	0	0	0	77		
Manage the scoreboard	1	freq	8	8	1	0	0	17	4.29	Very high
		Score	40	32	3	0	0	73		
	2	freq	8	8	1	0	0	17	4.29	Very high
		Score	40	32	3	0	0	73		
Creating a rhythm of accountability	1	freq	5	10	0	2	0	17	4.05	Tall
		Score	25	40	0	4	0	69		
	2	freq	4	10	0	3	0	17	3.88	Tall
		Score	20	40	0	6	0	66		
Total		freq	59	64	4	24	0	136	4.21	Very high
		Score	295	256	12	16	0	573		

Sources: Processed Data 2021

From Table 2 it can be explained that the variable that most dominates the statement of the implementation of the 4DX concept with a mean score of 4.58 is the Focus on the Most Important Goals variable with statements that are accustomed to prioritizing the most important work to be completed. This statement can be interpreted that the employees of Bank Syariah Indonesia KCP Bengkalis have implemented the 4DX concept by prioritizing the most important goals to be done first.

While the statement that gets the lowest mean score, which is 3.52, is found in the variable acting on the Lead Measure with the statement working in the most efficient way to do it. This result can be interpreted that the employee realizes that in working the way or process he does is not necessarily the most efficient way to complete the job.

Meanwhile, other indicators also have a fairly high mean score, in which the indicator manages the scoreboard and creates a rhythm of accountability with mean scores of 4.29 and 3.88, respectively. This shows that in implementing the 4DX concept, respondents who are employees of Bank Syariah Indonesia Bengkalis sub-branches have implemented scoreboard management and created a repetitive rhythm of accountability quite well.

Results of Respondents' Responses Regarding Employee Performance Variables at Bank Syariah Indonesia KCP Bengkalis

The results of the summary of employee performance variables at Bank Syariah Indonesia KCP Bengkalis can be seen in Table 3 below:

Table 3. Descriptive Summary of Employee Performance Variables of Bank BSI Kcp Bengkalis

Employee Performance Indicators of Bank BSI Kcp Bengkalis		Frequency Distribution					Total	mean	Note.	
		SS 5	S 4	RR 3	TS 2	STS 1				
Quality	1	freq	9	8	0	0	0	17	4.52	Very high
		Score	45	32	0	0	0	77		
	2	freq	13	4	0	0	0	17	4.76	Very high
		Score	65	16	0	0	0	81		
Quantity	1	freq	7	9	1	0	0	17	4.35	Very high
		Score	35	36	3	0	0	74		
	2	freq	8	8	1	0	0	17	4.41	Very high
		Score	40	32	3	0	0	75		
Punctuality	1	freq	8	9	0	0	0	17	4.47	Very high
		Score	40	36	0	0	0	76		
	2	freq	10	7	0	0	0	17	4.58	Very high
		Score	50	28	0	0	0	78		
Effectiveness	1	freq	4	12	1	0	0	17	4.17	Tall
		Score	20	48	3	0	0	71		
	2	freq	9	8	0	0	0	17	4.52	Very high
		Score	45	32	0	0	0	77		
independence	1	freq	11	6	0	0	0	17	4.64	Very high
		Score	55	24	0	0	0	79		
	2	freq	14	3	0	0	0	17	4.82	Very high
		Score	70	12	0	0	0	82		
Total		freq	93	74	3	0	0	170	4.52	Very high
		Score	465	296	9	0	0	770		

Sources: Processed Data 2021

From Table 3 it can be explained that the variable that most dominates the statement of employee performance of Bank Syariah Indonesia KCP Bengkalis with a score of 4.82 is the commitment variable with the statement, liking the work being done at this time, this statement can be interpreted that the majority of employees of Bank Syariah Indonesia KCP Bengkalis like the work he is currently doing, this commitment is also the employee's responsibility for the work he does.

While the statement that gets the lowest score, which is 4.17, is on the indicator of the effectiveness of the use of resources with the statement of utilizing company assets as efficiently as possible, this result can be interpreted that employees have realized that the efficient use of company assets has not been fully carried out when they work at the bank. Indonesian Sharia KCP Bengkalis.

For the quantity indicator, the mean score is quite high with a score of 4.41 as well as the timeliness indicator which gets a score of 4.58 and the indicator of the effectiveness of resource use with a score of 4.52. This shows that the employees of Bank Syariah Indonesia in the

Bengkalis sub-branch office have performed quite well in their work to give their best contribution to the company and organization.

The results of the calculation of the t test and significance in this study can be seen in table 4 below:

Table 4. Calculation Results of Partial Significance Test (T Test) Between the Implementation of the 4DX Concept on Employee Performance Variables $\alpha = 0.05$ (Two Sides/2 Tailed)

H	Variable	t count	Significant	t table df 17	$\alpha = 0.05$ (two sides)
17	Implementation of the 4DX konsep concept	2,559	0.000	1,740	0.05

Sources: SPSS 2021 Processed Data

Based on Table 4, it can be explained that the results of the calculation of the significance test of the 4DX concept implementation variable that $t \text{ count } 2,559 > t \text{ table } 1,740$ with $\text{sig } 0.000 < \alpha = 0.05$. Thus it can be concluded that the implementation of the 4DX concept has a positive and significant impact on employee performance, so that the alternative hypothesis H_a is accepted and H_o is rejected. So it can be concluded that the implementation of the 4DX concept affects employee performance at Bank Syariah Indonesia KCP Bengkalis. Based on the explanation of the results obtained, the results of the study can be described as follows:

$24,712 + 0.601X$.

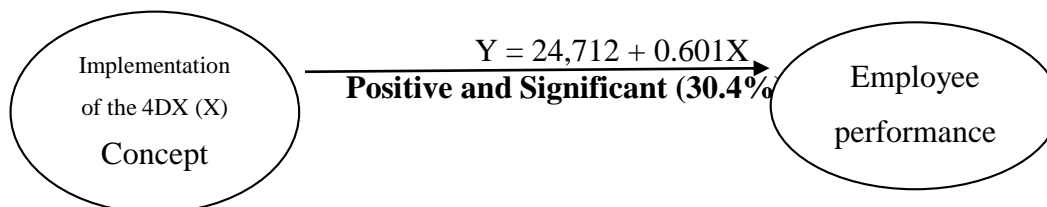


Figure 2. Research Model Analysis of the Implementation of the 4DX Concept on Employee Performance Bank Syariah Indonesia KCP Bengkalis

Sources: Processed Data 2021

5. Conclusions

Based on the data analysis and discussion that has been described, it can be concluded from this study as follows, the results of the average summary of the implementation variables of the 4DX concept are at a score of 4.21 and are included in the very high class category. This shows that respondents who are employees of Bank Syariah Indonesia KCP Bengkalis have implemented the 4DX concept very well. The results of the descriptive summary in average of employee performance variables are at a score of 4.52 and are included in the very high class category, this shows that the employees of Bank Syariah Indonesia KCP Bengkalis in their work have provided very good performance for the company. The test results show the magnitude of R square or called the coefficient of determination (KD) is 0.304 or equal to 30 % which contains the understanding that the effect of free variables (Implementation of the concept of 4DX) on bound variables (Employee Performance) is 30.4% variables that affect employee performance in Bank Syariah Indonesia

KCP Bengkalis, while 69.6% (100% - 30.4%) of the rest is caused by other variables such as company management, work environment and so on that were not discussed in this study.

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