

COMPETENCY MODEL OF EMPLOYEE PERFORMANCE APPRAISAL PREPARATION IN THE COMPANY CONSTRUCTION: A QUALITATIVE METHOD

(Case study in a private construction company in Indonesia 2018-2019)

Zahara Tussoleha Rony

Universitas Bhayangkara Jakarta Raya
zahara.tussoleha@dsn.ubharajaya.co.id

Abstract

The results of the organizational assessment become a reference in building the company's competitiveness. Therefore, the effective appraisal results are a valuable process for both employees and the company. An ineffective performance appraisal process can cause several losses for employees and the company not only because of the appraisal system but because the leadership's competence in carrying out a series of assessment processes is less than optimal. This study aims to describe the activities of the head of the engineering division General Manager level in making the performance of the engineering division team members in 2019 one of the Indonesian private construction companies. The data obtained is data that is calculated based on field notes and the results of interviews and observations related to employee activities. To reveal the incident using a qualitative case study method. The sampling method used was purposive and snowball sampling. The results of the interview determined 11 people as informants are the technical division work team, 2 employees from the Human Resources team, the key to information is the General Manager. In validating the findings, the researcher involved the Human Resources Management team and Human Resources Practitioner. Several indicators of technical competency models, core competencies and new ones to measure the main performance indicators are well available, but the planning process carried out by managers is not optimal enough to make accurate and relevant ones. The employee forecast plan has not been clearly formulated and implemented so that employee work records are not organized so that the value obtained is not optimal. The General Manager and their members need to provide training in performance appraisal planning skills.

Keywords: Commitment, Motivation, Performance Appraisal, Planning

1. INTRODUCTION

In today's highly competitive environment, organizations are obliged to continuously manage the ability of employees to compete and survive (Prasad, Pringle, and Konrad 2006). In an effort to improve organizational performance, the alignment of organizational goals and the goals of each individual in the organization is important. The success of a company is largely determined by reliable human resources, therefore it is necessary to study the factors that improve employee performance. A person's performance can be defined as a record of an individual's work over a certain period of time (Bernardin and Russel 1993). Therefore, individual performance appraisal is very beneficial for the dynamics of overall organizational growth. through this assessment, it can be seen the actual conditions of how employees are performing. Performance appraisal is basically a key factor in developing an organization effectively and efficiently (Iswanto 2009; Kaihatu 2006).

In order for the performance appraisal process to be successful a number of requirements need to be provided starting from planning, monitoring, evaluating performance appraisal. One of the important things is planning. Performance planning is an important thing for the implementation of effective performance management. The practice of performance planning is quite critical and has become a focus of attention for management. The position of performance planning becomes an *issue* strategic for company leaders. Planning is a collective decision that is broken down into initial decisions and future projections covering several time periods, and the main goal is to achieve organizational goals.

Leaders in organizations need to manage employee performance effectively so that employees can learn, develop, and achieve organizational goals. Human Resource Managers and leaders need to work well together in order for the performance appraisal process to run effectively. However, various studies and facts that state the importance of the performance appraisal process are limited to recognition, because this activity has not been practiced by many companies. Based on the results of a survey of companies in the United States that were randomly selected through a survey on Human Resource (HR) management, it shows that almost all managers (95%) are actively involved in performing performance management. and only a third (30%) report that performance management is the most important activity that needs to be a priority in the organization (SHRM (Society for Human Resource Management); NCMM (National Center for the Middle Market) 2014). The survey is also illustrated by the interviews of several Heads of Human Resources Management that this phenomenon is still often found in national private construction companies, including one of the national construction companies PT.YPP in Jakarta. Performance appraisal activities are rarely considered important, for some leaders it is considered a routine activity, so they do not make planned performance appraisal preparations.

The recognition from most employees that planning activities are carried out without discussion with the leadership, even though performance appraisal is a key mechanism for engaging and managing employee performance and a process in which managers discuss employee performance (Aguinis 2015; Cederblom 1982; DeNisi and Smith 2014). Employee involvement is a form

of appreciation in providing experience and adding value to employees themselves. Engagement activities need to be carried out to provide *adrenaline* and challenges in doing work. They are not only limited to doing routine tasks. The impact of not being involved makes employee competency development slow down, even though planning in performance appraisal encourages them to find new methods and solutions in achieving work targets. Researcher select and conduct preliminary observations and interviews related to the preparation of employee performance appraisals at a private construction company in Jakarta. From the results of observations and interviews, employees get different experiences when following the performance appraisal process. Some of them feel that the better their competence is, the better their confidence is. Some others feel that they are walking in place, the work done from year to year has not changed. Therefore, this research is important to do to find out the employee performance planning process carried out in one of the Jakarta private construction companies in the division *Engineering*. This theme in particular has never been carried out by other researchers. Besides, the method used in this study is a qualitative research method so that the findings obtained can explain in detail how leadership planning in preparing to produce employee performance. The results of this study indicate that the leadership has not been maximal in preparing a structured employee performance planning, some activities in the planning have not been carried out effectively, this is because the leadership and members in the division do not have sufficient competence. The challenge in the future is how leaders and all elements in the company can understand and carry out the performance appraisal plan because this has a wide positive impact on the company, starting from building communication, mutual trust and increased managerial competence ultimately create employee engagement.

2. LITERATURE REVIEW

The success of an organization depends on its ability to accurately measure the performance of its members and optimize them as a vital resource (Pattanayak 2009). Performance is the work that is influenced by the company's operational activities in utilizing its existing resources. Information about the results of company performance is very important which is used to evaluate organizational success (Hakim 2006) defines performance as the work achieved by individuals.

A. Employee Performance

According to Kiruja and Elegwa (Kiruja, E. 2013), employee performance is a number of abilities and motivation of employees in the form of employee work during a certain period of time. These works affect the performance and productivity of the company which includes quantity of output, quality of output, duration of output, attendance at work, and a cooperative attitude. Meanwhile (Bernardin and Russel 1993) states: "defined employee performance is a record resulting from a particular job function or activity during a certain period of time." To produce good performance, employees work in accordance with their roles and responsibilities in a company in a certain time period which is assessed by a measure of the value or certain standards of the company where the individual works. Affirmed by (Gibson, Ivancevich, and Donnelly 1996), employee performance is the result of individual work related to organizational goals such as: quality, efficiency and other job

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effectiveness criteria.

B. Performance Appraisal

To find out the company's strength, one thing that needs to be done is performance appraisal. Performance appraisal is the process of evaluating employees in carrying out work. Their work is assessed by a set of standards designed by human resource management. Standards are needed in performance appraisals to identify clearly, the work performed and the knowledge used by employees at work. In carrying out the performance appraisal it is expected that employees understand the standards used in their performance, direct superiors provide the necessary feedback, development, and motivation to encourage employees to be more comfortable at work (Dessler 2017).

Performance appraisal is considered as a tool to manage employee performance effectively (Buchner 2007) through his research showing that the ultimate goal of performance appraisal should motivate employees to improve performance. It is broader and more detailed that the objectives of individual performance appraisal include determining the competency strength of professional employees, improving staff development, motivating them towards higher achievement, improving communication between managers and personnel and fostering better relations among employees, determining training and development needs, employees, select employees who are eligible for advancement and reference in salary increases (Tomey 2008).

C. Planning

Based on the explanation above shows the importance of performance appraisal activities carried out because these activities can increase the effectiveness of the company and its employees (Torabi and Sotoudeh 2010). The company has data related to how the company is able to run a business in the year in the future, besides that the company can make decisions such as, dismissal, award or payroll. In addition, the company can prepare for development in detail. How to prepare, what to prepare. (Gomez-Mejia, Balkin, and Cardy 2007). There are several important stages in employee performance appraisal, one of which is planning, monitoring and evaluation. This planning is a preparation for conducting a performance appraisal. This activity is the beginning of the seriousness of the leadership in observing employee development (Adekunle and Wu 2005). Several stages that need to be carried out by the leader in planning in performance appraisal are as follows:

1) Setting goals

Before setting work targets, it is preceded by defining the problem. Superiors immediately give specific instructions to their team to set quality standards and time to achieve goals with agreed results (Adekunle and Wu 2005). In this section the objectives are clear, compatible, achievable and acceptable (Carbery and Cross 2013). The objectives of the performance appraisal must be SMART (Specific, Measurable, Achievable, Relevant, Time-determined) argues, 'the real goal is to begin with the process of planning and setting goals meaning that people know exactly what they have to do, They are consciously and able to do it and why they should do it. (ie for whom). It's something they have to do, and how they develop along the way.

2) Communicating goals

After the goals are set, leaders and employees make clear and measurable agreements so that the goals and objectives are achieved. Although goals and plans can be initiated at a high level in the organization, they need to be communicated to other parties in the organization (Griffin 2005). Leaders need to clearly explain where the company's goals are in both the long and short term. In other words, employees may not be able to set goals if they do not understand clearly in this activity.

3) Targeting

According to (Dyne and Jon 2004). Companies need to set them explicitly, so that management and employees understand the overall goals and specific implications for their role in the organization making it easier for employees to lower their targets. Setting targets is a form of discussion to ensure the estimated work is completed within the available time and budget.

D. Motivation

Motivation affects performance, therefore the planning process practice becomes the foundation in building their competencies that will affect their careers. This planning meeting is an important event because it can ensure that the motivation level of employees increases in the right way as a result of interaction (Stenbacka 2001). According to (McMahon 2013), it defines that maximum performance can only be achieved if employees are given motivation about the company's performance to be achieved based on clear standards. It is at this meeting that the performance and employee development process, development or promotion prospects are discussed. Motivating employees is very important for the achievement of organizational goals. According to (Tella, Ayeni, and Popoola 2007) Motivation is a complex force that initiates and keeps a person working in an organization. Motivation is something that gets the person to act, and continue deep actions that have already started. Motivation refers to the way a person shows interest and intensifies his will and will by using his energy for the achievement of organizational goals. It is something that moves a person to act and to continue in action with enthusiasm (Rony 2016).

E. Commitment

Making a performance appraisal plan requires employee commitment in setting targets. These activities require participation, discussion, and analysis in reaching a comprehensive agreement between direct supervisors and employees. This activity aims to separate roles and responsibilities for the work to be completed. In addition, they are involved in discussions to find out and measure themselves how they complete work. (Macey et al. 2009) defines that employee engagement increases adaptability, persistence directed at organizational goals. Employee commitment is defined as "The employee's efforts to achieve organizational goals". (Ahmad and Oranye 2010) assess, organizational commitment as emotional commitment, rational and individual morale towards the goals and ideals of the organization in which the employee is located. Organizational commitment refers to the loyalty or bond between individuals and their organization (George and Sabapathy 2011). Therefore, it is important that performance appraisal planning activities are carried out to reinforce employee commitment in setting company goals (Alfes et al. 2010).

3. Data Analysis Method

Research methods in this study use qualitative research with a case study approach (*case study research*) (Rony 2017). Describes a phenomenon that occurs in a private construction company related to the planning preparation practice of a leader in assessing employee performance. The research process begins by observing and identifying constraints and practices carried out by the leadership as key informants and members who become informants in the division *engineering*. Data from observations, documents compiled into field notes. The data was collected through, structured, semi-structured and unstructured interviews. Data from the collected interviews were made transcripts. Data analysis was carried out on the answers to the questions and data coding was used by sorting thematically represented and divided into codes, categorization, themes and into paragraphs (Rony 2017).

A. Participants

Participants who were used as key informants were 1 production manager in the engineering division and 2 Human Resources Management teams from a private construction company. whereas the determination of the number of informants was determined by technique *purposive* sampling and snowball sampling with 11 informants with a minimum work period of 5 years They were all interviewed and the ten informants the answers were given were saturated answers, in other words the researcher had gotten the same answer to the previous informant, even so to get additional data the researcher forward to 2 informants so that the number of informants becomes 14 people.

B. Interview guidelines

Semi-structured interview guides were conducted to help researcher direct informants to be more productive and involved in discussion groups (McLafferty 2004). Researchers designed guidelines interviews from general to specific questions (Kingry, Tiedje, and Friedman 1990). This guide was previously used in the initial interview and was developed in subsequent interviews to obtain more detailed answers. After receiving feedback from interviews from several initial sources. There are 2 main questions designed to be used in asking about (1) how the production leadership process prepares performance appraisals in the Production Division, (2) how the informants' perceptions of the leadership foster motivation and commitment in achieving work targets. Other questions will be developed by researchers according to information from informants in the field.

C. Data validation

To ensure the validity of the interview results and the verbal accuracy of the informants' experiences, each interview was recorded by audio and video. The results of the activities and observations of the informants and fully transcribed. Before making a detailed report, a triangulation process was carried out through discussion with all informants to obtain agreement on the results of the abstraction from the researcher. Location for employee interviews at Building X, Jln HR Rasuna Said. South Jakarta. From the results of the study, researchers developed a concept of competency models for leaders and employees in planning the employee performance appraisal of the engineering division in order to increase

company performance.

4. RESULTS AND DISCUSSION

A. Competence in performance appraisal planning

All informants admit that there are differences in the way leaders carry out performance assessments, especially the last 2 years 2018 and 2019, because the human resources division has established a new system in performance appraisal, the new system provided has included several element. Competencies to be assessed include technical areas, behavioural areas and managerial areas aimed at assessing how employees do work. Meanwhile, to achieve the quantity measured by measuring instruments *balance scorecard* (how the financial, customer, competency improvement and internal work unit capacity development).

Measuring tools and systems provided by the HR division are sufficient, in other words, measuring tools can explain the company's goals in the short term. The company has key performance indicators " *key performance indicator* "Those that are quantitatively measured, have targets to be achieved and clear deadlines. Socialization has been carried out, but in implementation there are still some confusing things because previously this company only had a simple performance appraisal, limited to a few indicators in the technical field and without behavioural competencies which meant building company value in the long term. However, the informant emphasized that the most constrained thing was the understanding of members or employees in reducing teamwork targets

I am confused, , usually working on a project suddenly has to make a plan like this, why doesn't the HR team slowly deliver, for example, from the previous 3 months, you should give training. This is SWOT especially balance score card.... Ouch, I'm really confused (informant 10)

In performance planning, all members need to review the business plan. It is not an easy thing to understand the new system, especially since the HR division has not made detailed written guidelines that include elements of the background, philosophy, goals and benefits related to the new system and the rules of the game. So far, what is available is only in the form of explanations with papers in the form of power points, besides that the socialization distance is too close to the implementation and the frequency of socialization needs to be increased so that employees can understand the performance appraisal system comprehensively.

Therefore, this activity requires discussion and time **communicating there is even a negotiation process** between leaders and members. This activity is expected to understand all the areas under it correctly, what is the target of teamwork in their division, both in terms of quantity and quality so that each employee can determine what and how to do it. In performance planning, there are performance measures that are outlined in the form of an agreement between subordinates and superiors. The leader and each member need to plan the work and expectations of performance and must choose development activities to improve the job skills that employees have.

In addition, the fact is that informants need competence in understanding how to identify problems with the SWOT tool *Balance scorecard*. They acknowledge the difficulty in identifying problems and assigning them to quadrants in the SWOT or classification levels on the Balance Scorecard. Their lack of understanding of identifying problems and using SWOT and *Balance*

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scorecard implications for planning. They do not design in detail what will and should be done and write into the plan. Planning is the first step in the performance management process cycle and is the foundation for an effective process. Planning helps foster commitment and understanding by linking employee work with organizational goals and objectives (Schneier, Geis, & Wert, 1987). Therefore the company must have a clear strategy in an effort to achieve its goals. The strategy is passed on to a number of individual programs as their activity planning in achieving team goals. There is a performance management cycle that is standardized and adhered to by all company elements, namely in the form of performance planning, implementation, monitoring and evaluation.

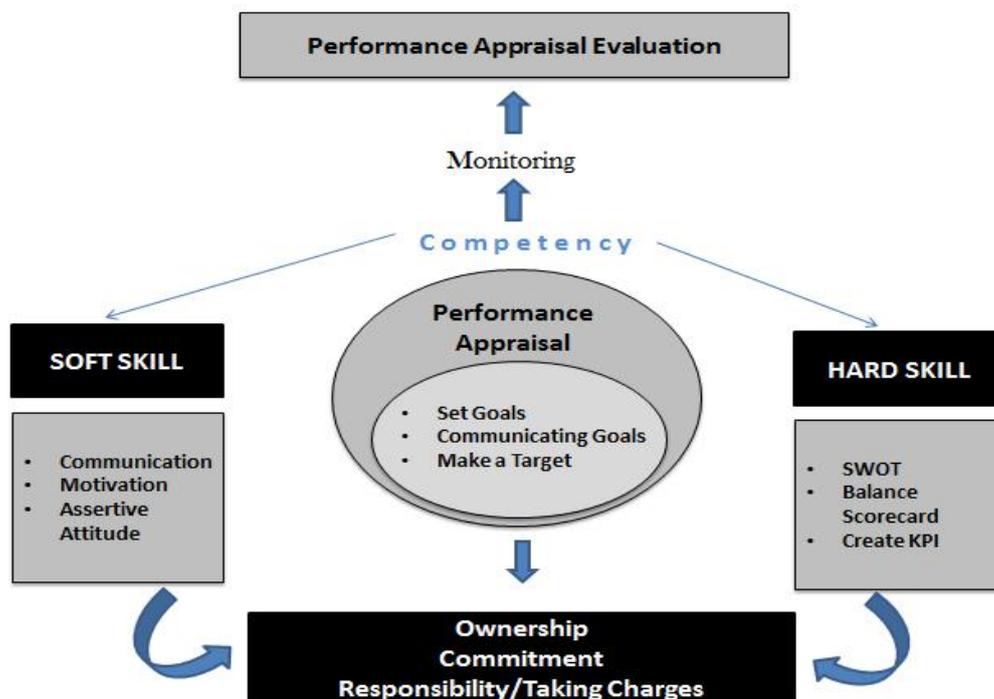
B. Motivation, Ownership and Performance Appraisal

Some informants admit that the employee performance planning process is an activity that provides many meanings, apart from fostering good emotional relationships between their leaders and team members. They also understand that these activities require a number of competencies. A number of informants admitted that they were close enough to the leadership so that the leadership gave them the flexibility to fill in the planning. Informants feel involved and responsible for what they convey. Leaders do not need to argue and even force them to do their job, but there are still employees who need to be challenged to make more complex plans. Even though they are trusted and involved they need motivation from their superiors. There needs to be a firm attitude balanced with feedback (Rony et al. 2020), Indeed, it takes time for planning like this, but we can have a more serious focused discussion about us and the future goals. We believe that the organization still has a good future, I feel more enthusiastic and enthusiastic about going forward (informant 2)

The success of the leader in motivating can increase the feeling *ownership*. One of the characteristics of employee ownership is having proactive behavior (Fuller et al. 2007). The active involvement of these individuals builds an organization ' *living entity* ' not ' *living machine* '. Employees who are actively involved and move without being instructed, are future oriented. They volunteered to provide suggestions for improvement, and took the initiative creating inevitability. Personal initiative and Proactive behaviour is the key to competitive advantage and organizational success (Crant and Bateman 2000). Therefore, maximum encouragement for members who have competence and potential, as well as assertiveness and different but positive treatment needs to be carried out by the leadership due to the fact that the informant conveyed that the leadership is still generalizing the work planning approach to each member, the leader actually understands the team members well so that the leadership can choose an approach appropriately for each employee so that employees can voluntarily maximize their potential and make maximum efforts in achieving work targets. Voluntary change-oriented behaviours are believed to be able to respond to a dynamic and changing business environment and increase an organization's ability to adapt to change (Cherrington 2007). One type of proactive behaviour is *taking charge* namely, the behaviour of engaging actively through constructive and voluntary efforts that have an impact on the improvement / enhancement of work functions in the

organization. This active involvement behaviour does not just appear from employees. The cold hands of the leaders coloured the formation of their behaviour. From the research results show someone behaves *taking charges* comes from a sense of responsibility. Motivation intrinsic (Gomez-Mejia et al. 2007), In other words, there are attributes that are better able to explain how this responsibility is internalized in employees and not just responsibility due to external 'coercion' (for example, completing work because it is under contract), this behaviour is called *psychological ownership* (psychological ownership), this behaviour is proven to encourage the creation of a sense of responsibility from within (Dyne and Jon 2004). Individuals who feel ownership of an object will develop a sense of responsibility to protect, protect, defend, and develop what belongs to it.

C. Commitment



All informants admitted that they practiced the performance planning system for the first time in the 2018 performance appraisal system. In the previous system, the performance appraisal was carried out without planning. Even some informants did not feel there was a performance appraisal. However, the leadership said that the performance appraisal was carried out directly by the leadership. They do not know where the salary increase is calculated, therefore it is not surprising that changes in the performance appraisal

Figure 2. Competency Model for Construction Company Employee Performance Planning

The system this time is different. The performance appraisal process is carried out in 3 stages, namely planning, monitoring and evaluation. Employees make plans that are agreed upon by their direct supervisor. When the assessment is carried out they can self-evaluate and are approved by the direct supervisor and the highest leadership in the work unit. Therefore, the informant needs to understand that when the planning is agreed, it means that there is a commitment between himself and his work target, besides that between himself and his work unit and the company's target. This performance planning system allows them to assess and measure their own career goals. They understand that by doing work and new things, they get new experiences. The more involved they are, the more lessons are learned. It's just that for the time being, there are times when they are still worried that the leadership will give a value that is not in accordance with the contribution they have given, this is an important aspect because this activity builds their commitment to the next implementation process. Commitment breeds trust, involvement and employee loyalty to the company. When trust and involvement are obtained by employees, loyalty is easily created where employees easily sacrifice their personal interests without expecting anything.

D. Limitation and Further Study

This study has limitations where the results cannot be generalized to other construction companies. This is because the way and approach of performance appraisal are different from one construction company to another. Therefore, further research is needed with various quantitative research methods or *mix methods* from several other construction companies to get an idea of their performance appraisal planning practice. This research can provide new insights to other companies that planning preparation in designing work targets is

system have made some employees who do not understand the meaning of performance appraisal even feel this activity is a waste of time. They are still confused about how to determine performance planning, especially in the world of construction, many projects are not done even though they were planned in the beginning. The HR Division said, in fact, they don't need to feel confused because the planning system is not a standard system, it can be adjusted. There are times when they think things that don't need to be questioned.

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