

Factor Analysis of Performance Appraisal with Employee Performance Promoter Score Approach in Hotel Sector in West Sumatera

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ABSTRACT

This research is motivated by the importance of performance appraisal in the hospitality sector, performance appraisal can be interpreted as the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Seeing the importance of performance appraisal, a standard is needed that becomes a reference in theoretical studies, especially in determining performance appraisal in the hotel sector. The purpose of this study is to analyze the performance appraisal factor which refers to the COVID-19 pandemic special event that has an impact on the tourism sector and affects the level of guest visits staying at the hotel. This study uses a purposive sampling technique with the 90 sample use in this research to represent the research population with the criteria of hotel employees who have worked for more than 1 year and worked during the Covid 19 period. The description of the problem was prepared using a research approach through quantitative methods. With data collection through interview techniques and data collection performance appraisal at the hotel. So that in the end an effective performance appraisal factor analysis will be formulated for hotels during the covid 19 period. The results of this study are the first stage in this study, where at this stage, the results obtained 8 factors are the results of factor analysis namely competency framework, attitude, professionalism, teamwork, work standard, discipline, personal appearance, and customer responsiveness and in the second stage, the researchers will use a 360-degree measurement of the performance appraisal system using the performance promoter score approach.

Keywords: Performance Management, Performance Appraisal, 360 Degree system, Employee Performance Promoter Score

1. INTRODUCTION

The development of the hospitality business is currently an interesting field of study for researchers, along with the desire of the central and local governments to continue to improve in order to advance the tourism sector, which directly impacts the tourism industry sector in West Sumatra. The readiness of industry players to welcome this challenge is certainly an interesting thing to pay attention to. One of these efforts is to prepare the effectiveness of human resource management that is integrated with performance management. The main impact of performance management for hotel sector organizations is that it can enrich the quality of decisions within the organization by adding alternative references or guidelines, as well as the quality of decisions on an individual scale and can also strengthen organizational relationships with

employees, and provide information, data, and facts for the benefit of the organization. organizational development [1]. The need for performance measurement standards that can be used as guidelines or references is an interesting thing and a concern, based on the observations of researchers, when the situation requires hotels to quickly change following the COVID-19 pandemic situation, while the performance measurement standard setting is still the same as the situation before covid 19. theoretically, the effectiveness of the performance measurement cannot be seen. Based on this, the researcher feels the need for a change in the performance appraisal of hotel employees in West Sumatra so that management performance can be achieved. Where performance management can be measured through performance appraisals, effective standards follow the current situation. Performance appraisal is a process where management evaluates

employee performance over a certain period [2] Based on this, the hotel industry in West Sumatra can prepare for the changes that occur, given the continuous efforts and wishes of the government before and during the tenure. The COVID-19 situation has spurred the tourism industry to always improve for the better.

The problem that occurs today is that an effective performance appraisal in performance management is a necessity. This is also of course a necessity for hotels in West Sumatra, in the absence of an effective performance appraisal standard, and is required to be able to adapt to changing situations wherein the end hotel management only refers to existing references without regard to the effectiveness of the tool. measure it.

From these problems, researchers are interested in conducting a factor analysis of several forms of hotel performance appraisals in West Sumatra, then the results of the factor analysis can be used as an indicator of questions that will be used to measure the performance of hotel employees in West Sumatra in the Covid-19 pandemic. In order to obtain a performance appraisal that has effectiveness and can be used as a reference. In measuring the performance of its employees, by taking the good points of existing performance appraisals through grouping organizational needs for further elaboration. However, the limitations of this study are the difficulty of measuring the diverse hotel organizational culture, as well as differences in the hotel's vision and mission, as well as the changing situation due to Covid-19 which has resulted in the emergence of government regulations that can change hotel regulations and hotel management policies.

2. LITERATURE REVIEW

2.1 Performance Appraisal

According to [3] "Execution the executives is a deliberate cycle to work on hierarchical execution by fostering the exhibition of groups and people inside the association". "Execution the executives is likewise a methodology in the administration and advancement of HR to work on the accomplishment of the present moment and hierarchical objectives. One type of evaluation of execution on the board is execution examination, which is a framework utilized by the executives to assess individual execution inside a specific period, by giving input and encouraging people with the goal that every individual is relied upon to work on their exhibition. Expanding individual execution will work on authoritative execution". This is upheld by [4] "which expresses that exhibition examinations to the strategies and cycles utilized by associations to evaluate the presentation level of their representatives and to give them input". This interaction

can be utilized for improvement and regulatory purposes.

In an organization, performance appraisal is important to achieve the goals of the organization in general. Assessment of performance (performance appraisal) is a requirement that aims to determine the quality and quantity of performance, constraints, and attitude of the employees concerning the whereabouts of employees in an organization [5].

Meanwhile [6] explains that performance appraisal is a very important tool in the organization. Where performance appraisal can assist management in evaluating employee behavior in the workplace. This includes the qualitative aspects of job performance. And also to evaluate a person systematically including his performance in work and his potential for development. Where a continuous process and full responsibility lies with the leadership. The leadership ensures that the work is available and conveys the assessment criteria to employees, as well as supervises employees on how the tasks assigned to them can be carried out properly. Leaders try to find weaknesses and try to overcome certain situations. The performance appraisal process that occurs in an organization will face certain limitations such as the "Halo effect", comparison errors, personal bias, negligence, and incompetence of the rater. And to maximize effective processes, organizations must establish a clear standard, mutual understanding, with the selection of appropriate assessment tools and *feedback* targeted.

[7] also explains that an effective performance appraisal also requires supervisors to be able to set a performance standard. And it requires that employees receive the necessary training, feedback, and incentives to anticipate underperformance.

Meanwhile [8] defines performance appraisal as a formal system for assessing and evaluating the performance of employee tasks, both individually and in teams. Performance appraisals are often perceived as routine, unwelcome, and negative actions and are considered unskilled. Whereas performance appraisal is an important activity and provides many benefits for the company.

2.2 Factors influencing performance appraisal

Mondy [9] suggests that many factors influence performance appraisal, both internal and external factors. External factors include legal legislation requiring non-discriminatory performance appraisal systems, trade unions that emphasize seniority as the basis for salary increases and promotions. Meanwhile, internal factors such as corporate culture can be an inhibiting factor or a supporting factor in performance appraisal. [10] suggests that performance is influenced

by two factors, namely the ability factor and the motivation factor. The ability factor consists of (1) Knowledge, including education, experience, training, and interests; (2) Skills, including skills and personality.

The motivational factors consist of: (1) social conditions, including formal and informal organizations, leadership, and work unions; (2) individual needs, including physiological, social, and egoistic; (3) Physical conditions, including the work environment.

Meanwhile, according to [7] there are 5 (five) factors in performance appraisal, namely: Quality of work, including execution, accuracy, delivery, and acceptance of output; Quantity of work, including volume of output and contribution; Supervision required, including needing advice, direction, or improvement; Attendance, including regularity, reliability/reliability, and timeliness; Conservation, including prevention, waste, damage, and maintenance.

The aspects utilized in assessing worker execution as indicated by [11] are amount of work, how much work done in a predetermined period; nature of work, the nature of work accomplished in view of the necessities for reasonableness and preparation; work information, the broadness of information about the gig and abilities had; innovativeness, the creativity of the thoughts raised and the activities to determine the issues that emerge; participation, eagerness to help out others (individual individuals from the association); reliability, mindfulness, citizenship, and dependability as far as participation and finishing off work; Initiative, energy to complete new assignments and to amplify their obligations; Personal characteristics, concerning character, authority, cordiality, and individual respectability from a few understandings of execution examination from past specialists, it very well may be inferred that representative execution evaluation is an action that intends to complete an assessment that is done methodically in regards to a worker's exhibition, by contrasting genuine execution and standard execution. still up in the air by the organization's administration joined by the arrangement of input with regards to representative turn of events and hierarchical objectives.

2.3 Performance Assessment during the COVID 19 Pandemic

According to [12] the motivation behind the execution of the executives is to follow a cycle that adds to compelling administration for the two people and groups, to make authoritative objectives and progress, viable execution the board should make an arrangement and shared comprehension of what should be accomplished and what should be done can be learned, and created by the individual or group to make progress.

Wilken [12] additionally clarifies that performance appraisal helps measure worker accomplishment against objectives and assumptions and sets execution norms across various kinds of jobs and levels. When done accurately, assessment helps construct convictions and general objectives around conduct or expertise. Moreover, assessment is a helpful apparatus for recognizing low and high-performing workers and estimating the recurrence and variety of wanted practices and abilities. They figure out where in the association representatives dominate and where they are as yet battling, also as extra assets that can work on the association's objectives. At last, execution assessment goes about as a fundamental part of the dispersion of expanded pay, advancement, and professional improvement.

Wilken [12] provides an opinion regarding performance appraisal during the covid 19 pandemic, where, during the pandemic, organizational goals and priorities tend to change. So that most organizations, in conducting performance evaluations have difficulty.

Based on the pandemic situation, [13] in his research asked whether performance measurement is still relevant in the COVID-19 situation, this is because employees cannot work properly, employees also experience difficulties in completing their work where the standard of measuring job appraisal is still the same.

[13] Expressed that the performance appraisal of estimating execution isn't new. Be that as it may, the COVID-19 pandemic, similar to some other significant emergency and interruption, presents another test. [14] argues the solution is not to stop measuring performance. "Abandoning performance measurement results in the loss of valuable information at a time when data is most needed." But the focus is on elevating measurement to a new reality. "Instead of ignoring performance management, a better solution is to adapt the measurement to the new realities of organizations and society. What is needed is a performance measure that is simple, relevant, informative, adaptable, comprehensive and clear."

2.4 Performance Promoter Score (PPS)

Performance Promoter Score (PPS) is propelled by the customary NPS (Net Promoter Score). NPS is famous, particularly in Marketing, for estimating client steadfastness to items, administrations, and brands. According to [15], NPS is a client dependability metric that predicts the probability that a client will repurchase from you or prescribe straightforwardly to a companion. This technique is utilized to decide the degree of consumer loyalty with a size of 0-100 in the survey. This Net Promoter Score gives information rapidly and effectively to comprehend what clients feel about the administrations given/feel. Along these lines, the

organization can respond to negative input. The NPS score additionally makes it extremely simple to set both inward execution benchmarks, as well as outside benchmarks to analyze against contenders. In view of broad exact proof to help NPS, Aguinis and Tian (2020) presented the Performance Promoter Score (PPS). PPS can be utilized to quantify the presence of individual representatives, including managers at all levels of the pecking order (eg, first-line supervisors, practical administrators, individuals from the top supervisory group) as well as workgroups, units, and the whole association. Besides, PPS can be utilized not just during the COVID-19 and different emergencies yet additionally after the pandemic ends.

Extrapolating and broadening NPS, estimating execution utilizing PPS includes the accompanying three inquiries:

1. How probably could you be to suggest working with (name of individual, workgroup, or unit) to a companion or partner?
2. Why do you give the rating you give it?
3. What does it take to raise the score by only one point?

[13] Explained that PPS addresses the challenges associated with performance measurement in several ways. First, it provides flexibility. During times of crisis, certain job duties become fluid in response to environmental changes. Because PPS does not cover the narrow technical details of a job or specific key performance indicators (KPIs), it can be used in any setting and for any type of job. Second, it is convenient and practical. One of the challenges in measuring performance is the length of the assessment form and the time-consuming process of collecting data. PPS is a simple measure, assessors take no more than 15 seconds to give a score and no more than 5 minutes to answer two open-ended questions. In addition, data can be collected using freely available tools such as KwikSurveys, SurveyMonkey, or SurveyPlanet. Third, standardized PPS. Individuals from different functional units, departments, and geographic locations are evaluated against the same criteria, which makes cross-functional and cross-level comparisons easier. Fourth, comprehensive. Performance contains two main dimensions: task performance and contextual performance [16] Contextual performance, also known as organizational citizenship behavior (OCB), describes discretionary behavior that contributes to the overall effectiveness of the organization but is usually not explicitly recognized by the formal reward system [17]. PPS measures contextual performance in addition to task performance.

During seasons of emergency, numerous associations request that workers contribute thoughts to assist the association with making due, and numerous

representatives take incredible measures to utilize their gifts, abilities, organizations, and advancement to do as such. These practices are not ordinarily caught by their sets of responsibilities or errand situated execution pointers, yet they are particularly significant during an emergency.

[13] Suggests utilizing and amplifying the advantages of the Performance Promoter Score (PPS) to quantify the presence of representatives, workgroups, and different groups in more than one way, including utilizing a 360-degree framework approach. Assemble execution data from an assortment of sources (i.e., representatives themselves, supervisor, colleagues, direct reports, accomplices, sellers, and clients)

Utilizing a few systems to make a rundown of raters who know about the worker or unit being surveyed: The representatives being evaluated can welcome other raters because of nearness to individuals they collaborate with straightforwardly

Administrators can likewise add to the rundown of raters in this way limiting worker individual predisposition

HRD can invite several sections of hotel management to be involved in providing an assessment. To further conduct a self-evaluation to gather relevant information for performance improvement, but don't just collect self-assessments to make administrative decisions.

2.5 360-degree appraisal system

In many associations, representative execution examinations are finished exclusively by supervisors, and almost 70% of organizations additionally demand worker self-assessments [18]. Nonetheless, multi-source execution the executives' frameworks are not frequently utilized. For instance, [19] revealed that just 17% of representatives were likewise assessed by their colleagues.

One more certain element of PPS is that it very well may be utilized to execute a multi-source input framework [16]. Multi-source frameworks are alluded to in alternate ways like 360-degree, multi-evaluated, full-circle, or 450-input frameworks because the fundamental rule is something similar: by social occasion execution data from numerous sources. Since PPS will in general be short, one can give appraisals to different colleagues and units without an excessive amount of thought. Aside from the actual representatives and their immediate managers, PPS data may likewise be gathered from colleagues, direct subordinates, accomplices, sellers, and clients.

There are numerous ways of posting execution raters, and each enjoys its benefits as well as likely hindrances. In the first place, evaluated representatives can welcome raters themselves since they know about individuals they cooperate with. In any case, this system might predisposition scores if the rater incorporates just individuals who will score high (for instance, dear companions). Second, supervisors can likewise add to the rundown of assessors to be welcomed, accordingly limiting representative individual inclination. Be that as it may, supervisors may not be comfortable with the recurrence and profundity of association among representatives and raters. Third, the HR capacity can utilize the programs of working gatherings, boards, and meeting members to welcome individuals to assess one another.

As noted before, it is both conceivable and valuable to gather PPS data from the actual workers, and it is exceptionally helpful to gather replies to the subsequent open-finished question: "What does it take to raise the score by only one point?" This is the explanation. To start with, worker contribution builds their acknowledgment of the outcomes and limits protective perspectives when the outcomes are not positive [16]. Second, representatives are in a decent situation to give data about what is required for them to work on their presentation: Is preparing essential? Asset? Reconnaissance support? Or then again, maybe the workgroup is adversely impacted by a poisonous culture or inept authority that keeps representatives from performing better. It isn't prescribed to gather self-evaluations on PPS and afterward just utilize this data to settle on regulatory choices because such appraisals are more indulgent and one-sided than evaluations given by different sources [20]

And for the last, research on 360-degree input frameworks enjoys reported many benefits that would come about because of gathering PPS data from different sources [21] Employees become mindful of the assumptions for others about their exhibition, including managers as well as associates, direct subordinates, and clients. Assuming a few workers have misshaped perspectives on their presentation, this might change since it isn't difficult to keep up with such convictions around one's exhibition notwithstanding overpowering proof that these insights may not be valid. One more benefit of different information sources is that it upholds managers to uncover certain individuals' thought process is "undiscussable" while giving negative criticism. Multi-source frameworks work with correspondence and criticism since it is doubtful that representatives will become cautious about the precision of negative execution input when it comes from numerous sources

To gather and utilize data from an assortment of significant sources, a few organizations have started utilizing a methodology called 360° input or assessment.

[22] characterizes this methodology as "a strategy for social affair data, giving criticism, and assessing execution that depends on different wellsprings of data, generally chiefs, clients, collaborators, and where fitting providers".

[22] also describes nearly all 360° techniques using some sort of rating form, these forms are designed for use by managers, coworkers, customers, and suppliers. Ratings are collected anonymously, so it is easier for the giver of feedback or evaluation to give an honest assessment. The results of the assessment are then summarized and given to the employee being assessed.

[21] describes 27 common questions in diagnosing, developing, applying, and interpreting 360-degree feedback

3. METHOD

This type of research is a quantitative descriptive study where a quantitative approach is used to calculate and evaluate the results of the implementation of the performance appraisal system that already existed in the hotel before the research period (*before*), including calculating the final score and calculating the results of the employee response survey to the performance appraisal system used. Sources of data come from primary data using questionnaires and interviews that measure and analyze each research variable. The object of this research is a 4-star hotel in West Sumatra.

The data analysis technique in this study is divided into 2 stages, wherein stage 1 by conducting factor analysis by bringing up new factors from the results of performance measurements, then using 360-degree system performance appraisal with the approach *The Promoter performance score (PPS)*.

This research was conducted in West Sumatra, several 4-star hotels in West Sumatra.

The sampling technique used purposive sampling technique with the 90 sample use in this research to represent the research population with the criteria of hotel employees who have worked for more than 1 year and worked during the Covid 19 period.

The method of data collection in the study was a questionnaire. Questionnaires in this study will be given personally (*self-administered survey*).

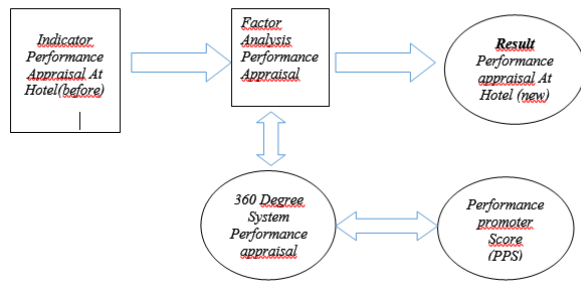


Figure 1. Implementing of new Performance appraisal

4. RESULTS

The following are factor analysis of performance appraisal which is currently owned by the respective management of the hotel, where the results of the data collection were carried out factor analysis to provide naming a new factor, for more details can be described as follows:

The first step in factor analysis is to determine the appropriate indicator values to be included in the next analysis. In the early stages of research, researchers have reduced the initial indicators to as many as 83 indicators obtained directly and where the naming of the same indicators will be removed, so that the number of initial indicators becomes the result of indicator reduction. To conclude whether these indicators are related to each other will be shown by the value of KaiserMeyerOlkin (KMO) – Measure of Sampling Adequacy (MSA) and Bartlett's Test of Sphericity.

In this study, the KMO-MSA value was $0.550 > 0.5$. This proves that there is a closeness between the observed indicators and further testing can be carried out. The value of Bartlett's Test is 644,022 with a significance level of $0.000 < 0.05$, indicating that there is a correlation between indicators.

NO	Eigenvalue		
	Total	% of Variance	Cumulative %
1	5.248	20.184	20.184
2	3.681	14.158	34.342
3	2.315	8.905	43.246
4	2.012	7.740	50.986
5	1.652	6.356	57.342
6	1.537	5.913	63.255
7	1.287	4.949	68.204
8	1.106	4.254	72.457

Table 1. Factor analysis

From the Table it can be explained: the 1st factor has an *eigenvalue* of 5.248 which means that this value represents the total variance explained by the

factor of 5.248. The value of *percent of the variance* in factor 1 is 20,184, meaning that this factor can explain the diversity of variables by 20,184%.

The second factor with an *eigenvalue* of 3.681. The diversity of variables indicated by the *percent of variance value* in this factor is explained at 14.158%. While the 3rd factor with an *eigenvalue* of 2,315, with a *percent of the variance* in factor 3 of 8,905 %. As for the 4th factor, it has an *eigenvalue* of 2.012, with a *percent of variance value* on this 4th factor of 7.740%.

In the factor, the *eigenvalue* is 1.652, while the *percent of the variance* in the fourth factor is 6.356%. In the 6th factor, the *eigenvalue* is 1.537. And the value of *percent of variance* on the 6th factor is 5.913%. In the 7th factor, the *eigenvalue* is 1.287, with the *percent of the variance* is 4.949%. And finally, the 8th factor has an *eigenvalue* of 1.106. And the value of *percent of variance* on the 7th factor is 4.254%.

From the table above, it can also be seen that from the 8 factors formed, the *percent of cumulative* is 72,457, this means an indicator that can explain 72,457% of the variability. Determination of the number of indicators for each formed factor is seen from the value of the coefficient *anti-image correlation* and *commonalities* > 0.5 . From 83 indicators it was reduced to 61 indicators, this is due to the similarity of indicators used by several hotels in measuring employee performance. So that from the 61 indicators resulting from the reduction, 26 indicators meet the requirements. This can be seen from the following table of matrix factor analysis results

Name	Indicators		Loading Factor Score
Factor 1	P25	Open Minded	0,830
	P27	Communication	0,628
	P29	Competence	0,866
	P31	Involvement	0,831
	P34	Knowledge	0,694
	P36	Overall Performance	0,712
Factor 2	P02	Honesty	0,767
	P09	Courtesy	0,854
	P10	Initiatives	0,734
	P12	Skills	0,759
Factor 3	P54	Passion & Professionalism	0,740
	P62	Quality of work	0,601
Factor 4	P48	Co Operative	0,576

	P52	Team Work	0,736
	P53	Work Well With Other	0,675
	P76	Coordination	0,523
Factor 5	P64	Work results	0,823
	P65	Work Standard	0,825
Factor 6	P06	Work motivation	0,557
	P17	Attendance	0,546
	P18	Dicipline	0,793
	P23	Health and safety	0,865
Factor 7	P24	Personal Hygiene	0,552
	P30	Guest Centric	0,747
Factor 8	P61	Responsibility	0,526
	P63	Enthusiasm	0,596

Table 2. Matrix Analysis Factor

The table shows that 8 factors can be used. The formed factors are named based on the highest loading value in the factor or the meaning of the relationship between each indicator.

1. Factor 1 with indicators of openness, communication, competence, involvement, knowledge, and overall Performance can be referred to as the Competency Framework and Performance
2. Factor 2 with indicators of honesty, courtesy, initiative, and proficiency in tasks can be referred to as the factor Attitude
3. Factor 3 with indicators of passion and professionalism and work, quality can be referred to as the factor Professionalism
4. Factor 4 with indicators of cooperative, teamwork, work well with others, and work coordination can be referred to as Teamwork
5. Factor 5 with indicators of results work and work standards can be called as Work Standard
6. Factor 6 with indicators, work motivation, attendance, and discipline can be referred to as the Discipline factor
7. Factor 7 with indicators of Occupational Health and safety and hygiene (personal hygiene) can be referred to as the Personal Appearance
8. Factor 8 with indicators guest-centric, responsibility, and enthusiasm can be referred to as the factor. Customer Responsiveness

5. DISCUSSION

From the 8 forms of performance appraisal published by 4-star hotels in West Sumatra and from the results of data processing, 61 indicators were obtained, but from these 61 indicators there were many similarities, so data reduction was carried out, and in the end, 26 indicators were obtained. Henceforth, the 26 indicators will be given new names, including competency framework, attitude, professionalism, teamwork, work standard, discipline, personal appearance, and customer responsiveness.

6. CONCLUSION

This study aims to create an effective performance measurement model in the COVID-19 conditions that affect the hospitality sector in general. This research is also useful for the government, as a regulator of regulations, as was the case in the new normal conditions some time ago, related to wages and salaries of hotel employees, hotel employees working hours, standard procedures for guest services by hotel employees and preparation of preventive actions against the dangers of the corona, so that with this performance assessment, hotel management can make policies and decisions that do not harm employees but also pay attention to profit targets or *goals* hotel that must survive in this COVID-19 condition. So that through the design of this research, it can provide a solution for hotel management to be able to make this *performance appraisal* an alternative when facing certain situations. Meanwhile, in this study, still at stage to find the factors of the existing performance appraisal of 8 4-star hotels in West Sumatra. henceforth, these factors will be tested through the performance promoter score approach.

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