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PERFORMANCE ANALYSIS OF GOVERNMENT EMPLOYEES: HOW HUMAN RESOURCES PERFORMANCE EVALUATION ENHANCES PRODUCTIVITY WITHIN GOVERNMENT DEPARTMENTS

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Abstract

This study explores the relationship between human resources performance evaluation and productivity within diverse government departments. Through a multifaceted research approach, including literature review, expert opinions, and methodological frameworks such as the Balanced Scorecard (BSC) and the Fuzzy Delphi Method (FDM), key performance factors influencing employee productivity were identified and analyzed. Factors such as organizational culture, leadership style, job satisfaction, and training opportunities were found to significantly impact employee performance. The study emphasizes the importance of aligning individual goals with organizational objectives and providing avenues for employee growth and development to enhance productivity outcomes. Strategies to optimize the impact of performance evaluation include strengthening evaluation systems, promoting a positive work environment, investing in employee development, and addressing organizational challenges. The study underscores the need for tailored approaches to performance evaluation that account for the unique challenges and contexts of government departments. By recognizing and addressing these challenges, organizations can enhance performance evaluation processes and cultivate an environment conducive to improved productivity across various government departments in Indonesia.

Keywords: Performance Analysis, Human Resources; Performance Evaluation; Productivity Enhancement

Introduction

In the intricate machinery of government administration, the efficiency and productivity of its workforce stand as pillars upon which the nation's progress rests. In Indonesia, as in many other nations, government departments play a crucial role in delivering essential services, implementing policies, and driving socio-economic development. However, the performance of government

employees within these departments can vary significantly, impacting the overall effectiveness of governmental operations. Understanding the factors influencing employee performance and exploring mechanisms to enhance productivity are paramount in ensuring the efficient functioning of governmental institutions.

Over the past decade, scholars and practitioners alike have increasingly recognized the importance of human resource management (HRM) practices in governmental settings. Performance evaluation, as a central component of HRM, has garnered particular attention due to its potential to drive improvements in employee performance and organizational effectiveness. In the context of government departments, where accountability, transparency, and service delivery are of paramount importance, the role of performance evaluation becomes even more critical.

According to Aryani et al. (2018), effective performance evaluation systems in public sector organizations can contribute significantly to employee motivation, job satisfaction, and organizational performance. By providing feedback, identifying training needs, and recognizing exemplary performance, performance evaluation mechanisms serve as tools for fostering a culture of continuous improvement and excellence within governmental institutions. Moreover, as noted by Handayani and Dharmmesta (2020), performance evaluation can also serve as a means of ensuring alignment between individual goals and organizational objectives, thereby enhancing overall productivity and effectiveness.

However, despite the potential benefits, the implementation of performance evaluation systems in government departments is not without its challenges. A study by Kusuma and Hidayanto (2019) highlighted several obstacles, including resistance to change, lack of resources, and bureaucratic complexities, which can impede the effectiveness of performance evaluation practices in the Indonesian public sector. Moreover, the diverse nature of government departments, each with its unique mandates, functions, and organizational cultures, further complicates the design and implementation of performance evaluation systems that are tailored to specific departmental needs.

Against this backdrop, this research seeks to delve into the performance analysis of government employees in Indonesia, focusing on how human resources performance evaluation enhances productivity within varying government departments. By examining the current state of performance evaluation practices, identifying factors influencing employee performance, and exploring the impact of performance evaluation on productivity, this study aims to contribute to a deeper understanding of HRM dynamics in the Indonesian public sector.

The objectives of this study are multifaceted. Firstly, it aims to provide insights into the existing performance evaluation processes within different government departments, shedding light on the criteria used, the frequency of evaluations, and the effectiveness of feedback mechanisms. Secondly, it seeks to analyze the performance of government employees across various departments, identifying strengths, weaknesses, and areas for improvement. Thirdly, it aims to assess the impact of performance evaluation on productivity, examining whether and how performance feedback translates into tangible improvements in organizational outcomes.

This study is significant for several reasons. Firstly, by providing a comprehensive analysis of performance evaluation practices in Indonesian government departments, it can inform policymakers and practitioners about areas needing attention and intervention. Secondly, by highlighting the linkages between performance evaluation, employee motivation, and organizational productivity, it can contribute to the development of evidence-based HRM strategies tailored to the needs of the public sector. Thirdly, by exploring the challenges and barriers to effective performance evaluation, it can offer insights into potential solutions and best practices for overcoming these obstacles.

It is essential to note the scope and limitations of this study. While efforts will be made to gather data from a diverse range of government departments, the study may not capture the full spectrum of departmental variations. Additionally, as with any empirical research, there may be constraints related to data availability, sample size, and research methodology, which could impact the generalizability of the findings. Nevertheless, by adopting a rigorous research design and drawing on both qualitative and quantitative data sources, this study aims to provide robust insights into the dynamics of performance evaluation and productivity in the Indonesian public sector.

This research endeavors to unravel the complexities of performance analysis in Indonesian government departments, with a particular focus on the role of human resources performance evaluation in enhancing productivity. By examining current practices, identifying challenges, and offering recommendations for improvement, this study seeks to contribute to the ongoing discourse on HRM in the public sector and pave the way for more effective and efficient governmental operations in Indonesia.

Literature Review

Government Employment

Government employment in the Indonesian context is a crucial aspect of the nation's administrative structure, encompassing various ministries, agencies, and local government bodies tasked with delivering essential public services and implementing policies. With a population of over 270 million people and a diverse socio-economic landscape, the Indonesian government faces significant challenges in meeting the needs and expectations of its citizens (Rifai & Susanti, 2021). Government departments play a pivotal role in addressing these challenges, ranging from healthcare and education to infrastructure development and environmental protection.

In recent years, Indonesia has witnessed rapid economic growth and social transformation, leading to increased demands on governmental institutions to perform effectively and efficiently (Akbar et al., 2015). However, the effectiveness of government employees in delivering services and achieving policy objectives varies across departments and regions, highlighting the need for robust human resource management practices, including performance evaluation mechanisms.

Theoretical aspects of Human Resource Performance Evaluation

Human resource performance evaluation serves as a foundational concept in understanding and improving employee performance within organizations, including government departments. Rooted in theories of organizational behavior and management, performance evaluation involves the systematic

assessment of individual employee performance against predetermined criteria and standards (Yandi & Havidz, 2022). It encompasses processes such as goal setting, feedback provision, performance appraisal, and performance improvement planning.

The importance of performance evaluation lies in its potential to drive employee motivation, enhance job satisfaction, and improve organizational performance (Gontiuk, 2013). By providing employees with clear expectations, constructive feedback, and opportunities for development, performance evaluation contributes to the alignment of individual efforts with organizational goals, thereby fostering a culture of accountability and excellence.

Importance of Performance Evaluation in Government Departments

Performance evaluation holds particular significance in government departments due to their unique roles in delivering public services, managing public resources, and upholding governance principles such as transparency and accountability (Ter Bogt, 2003). Effective performance evaluation systems enable government agencies to assess employee performance objectively, identify areas for improvement, and reward exceptional performance.

Moreover, performance evaluation contributes to the overall effectiveness and efficiency of governmental operations by ensuring that employees remain focused on achieving organizational objectives (Taylor, 2006). In the context of Indonesia, where governmental institutions face complex socio-economic challenges and public scrutiny, performance evaluation serves as a vital tool for enhancing service delivery, optimizing resource allocation, and promoting good governance practices.

Factors Affecting Employee Performance in Government Settings

Several factors influence employee performance in government settings, ranging from individual characteristics to organizational dynamics and external pressures. Caillier (2010) identified factors such as job satisfaction, organizational culture, leadership styles, and training opportunities as determinants of employee performance in the Indonesian public sector.

Additionally, bureaucratic complexities, resource constraints, and political interference can pose challenges to effective performance management in government departments (Haenisch, 2012). For instance, rigid bureaucratic structures may impede innovation and decision-making, while limited resources may hinder employee development initiatives and performance improvement efforts.

Previous Studies on Human Resource Performance Evaluation in Indonesia

Several studies have explored human resource performance evaluation practices in Indonesian government departments, shedding light on their implementation, effectiveness, and impact on organizational outcomes. Akbar et al. (2012) investigated the effect of performance evaluation systems on employee motivation and job satisfaction in public sector organizations, highlighting the positive influence of feedback and recognition on employee engagement.

Similarly, Sutiyono (2007) examined the relationship between performance appraisal and employee performance in private universities in Jakarta, emphasizing the importance of clear performance criteria and transparent evaluation processes. These studies underscore the significance of performance

evaluation in driving employee motivation and organizational effectiveness in Indonesian contexts.

This research is driven by the imperative to enhance the productivity of government employees in Indonesia through effective human resource management practices, particularly performance evaluation. The complexity of governmental operations, coupled with diverse departmental mandates and bureaucratic challenges, underscores the need for a comprehensive understanding of performance evaluation dynamics. Three research questions guiding this study are:

1. What are the current performance evaluation practices within Indonesian government departments, including criteria used and feedback mechanisms?
2. What factors influence employee performance in government settings, and how do these factors interact with performance evaluation processes?
3. What is the impact of performance evaluation on productivity within varying government departments, and what strategies can be employed to optimize this impact?

Methodology

This study used a research approach that enabled the comprehensive investigation into the factors influencing employee performance in Indonesian government departments and to assess the effectiveness of performance evaluation mechanisms. The methodology comprises two main phases: (1) identification of performance factors through literature review and (2) screening and finalization of performance factors using the fuzzy Delphi method (FDM).

1. Identification of Performance Factors:

The identification of performance factors in this study involved a comprehensive and systematic approach. Firstly, a thorough review of existing literature pertaining to employee performance in government settings, HRM practices, and performance evaluation was conducted. This involved analyzing relevant studies to discern key performance factors and their intricate relationships with organizational outcomes. Drawing upon the works of Taylor (2006) and Amha and Brhane (2020), this literature review approach provided valuable insights into the multifaceted nature of employee performance within the context of government departments.

In addition to the literature review, the study adopted the Balanced Scorecard (BSC) framework, as developed by Kaplan and Norton (1996). This framework delineates performance factors across four dimensions: financial, customer, internal process, and learning and growth. By categorizing the identified performance factors according to these dimensions, the study ensured a comprehensive understanding of employee performance dynamics. Integrating the BSC framework into the identification process enabled the study to capture diverse aspects of performance, ranging from financial metrics to customer satisfaction and internal process efficiency. This dual approach enhanced the robustness of the identification process, facilitating a more nuanced exploration of performance factors within government departments.

2. Expert Opinions and Fuzzy Delphi Method (FDM) Fuzzy Delphi Method (FDM):

The process of soliciting expert opinions and employing the Fuzzy Delphi Method (FDM) in this study was meticulously executed, ensuring a comprehensive understanding of performance factors within Indonesian government departments. Firstly, a panel of experts was assembled, comprising HRM professionals, government officials, and academic scholars renowned for their expertise in HRM and government administration. Drawing upon the insights of Taylor (2006), experts were carefully selected based on their profound knowledge and extensive experience in the Indonesian public sector.

Subsequently, a structured questionnaire was developed, integrating the performance factors identified from the literature review and categorizing them according to the Balanced Scorecard (BSC) dimensions. This questionnaire served as a pivotal tool for eliciting expert opinions and evaluating the importance and relevance of each performance factor within the context of Indonesian government departments. By aligning with the BSC framework, the questionnaire ensured a systematic and holistic approach to assessing performance factors.

The Fuzzy Delphi Method (FDM) was employed to aggregate the diverse opinions of the expert panel and reach consensus on the most significant performance factors. Utilizing linguistic terms and fuzzy logic, as elucidated by Morales et al. (2018), the FDM facilitated the consideration of ambiguity and uncertainty inherent in expert judgments. This approach allowed for a nuanced and comprehensive assessment of performance factors.

The Delphi process, consisting of multiple iterative rounds of questionnaire administration and feedback, was utilized to refine and validate the expert opinions. As proposed by Roldan Lopez de Hierro (2021), experts reviewed aggregated responses, provided feedback, and adjusted their judgments in each round. This iterative process continued until consensus was reached on the significance and relevance of each performance factor, ensuring the reliability and validity of the findings.

3. Screening and Finalization of Performance Factors:

Following the collection of responses from the expert panel, a meticulous data analysis was undertaken using advanced statistical techniques. This analysis aimed to gauge the level of consensus among experts regarding each performance factor. Factors exhibiting substantial agreement among experts were deemed suitable for inclusion in the final list of performance factors, thereby ensuring the robustness of the selection process.

Subsequently, the finalization of performance factors commenced, guided by the insights derived from the analysis of expert opinions. Through a thorough examination, the most pertinent and relevant performance factors were identified and finalized. Factors that garnered consensus among experts and demonstrated alignment with the dimensions of the Balanced Scorecard (BSC) were retained for further analysis. This step ensured that the selected factors resonated with the overarching objectives of the study and effectively encapsulated the multifaceted nature of employee performance within government departments.

To validate the finalized list of performance factors, pilot testing and feedback sessions were conducted with stakeholders within Indonesian government departments. Any necessary adjustments

or refinements were made based on this feedback to enhance the validity and applicability of the selected factors. This validation process, as advocated by Rahayu and Wulandari (2022), served to corroborate the findings and ensure that the identified performance factors accurately reflected the realities of the Indonesian public sector landscape.

Findings

This section presents the findings of a comprehensive study aimed at enhancing employee performance in Indonesian government departments through effective performance evaluation mechanisms. The research utilized a mixed-methods approach, including a systematic literature review, expert opinions, and the fuzzy Delphi method, to identify and finalize significant performance factors. The study focused on understanding the factors influencing employee performance, assessing the effectiveness of performance evaluation practices, and providing recommendations for improving HRM practices in the public sector.

Factors Influencing Employee Performance

The findings revealed several key factors influencing employee performance in Indonesian government departments. From the literature review, it was evident that organizational culture, leadership style, job satisfaction, and training opportunities significantly impact employee performance (Taylor, 2006; Akbar et al., 2012). Furthermore, the study identified factors specific to the Indonesian context, such as bureaucratic complexities, resource constraints, and political interference, which pose challenges to effective performance management (Latifah et al., 2023).

Through expert opinions gathered from HRM professionals, government officials, and academic scholars, additional factors were identified, including workload, communication channels, recognition and rewards, and work-life balance. Experts emphasized the importance of aligning individual goals with organizational objectives, fostering a supportive work environment, and providing opportunities for professional growth and development.

Effectiveness of Performance Evaluation Mechanisms

The study assessed the effectiveness of performance evaluation mechanisms in Indonesian government departments. Findings indicated that while performance evaluation systems are commonly implemented, their impact on employee performance varies across departments. The literature review highlighted the importance of clear performance criteria, feedback provision, and transparency in evaluation processes (Gontiuk, 2013; Rifai & Susanti, 2021). However, experts raised concerns about the subjectivity of evaluations, lack of training for evaluators, and inadequate feedback mechanisms.

The fuzzy Delphi method facilitated consensus among experts on the most significant performance factors and provided insights into the strengths and limitations of existing evaluation practices. Experts emphasized the need for regular performance reviews, goal alignment, and employee involvement in the evaluation process. Additionally, they highlighted the importance of recognizing and rewarding exceptional performance to motivate employees and foster a culture of continuous improvement.

Based on the findings, several recommendations were proposed to enhance HRM practices and

improve employee performance in Indonesian government departments. Firstly, there is a need to strengthen performance evaluation systems. This can be achieved by implementing clear and objective performance criteria that are aligned with organizational goals. Additionally, providing training and support for evaluators is crucial to ensure fairness and consistency in evaluations. Furthermore, establishing transparent feedback mechanisms can facilitate communication and employee development, fostering a culture of continuous improvement.

Another important recommendation is to promote a positive work environment within government departments. This involves fostering a supportive organizational culture that values employee well-being and promotes work-life balance. Enhancing communication channels can promote transparency and employee engagement, facilitating collaboration and innovation. Moreover, recognizing and rewarding outstanding performance can motivate employees and reinforce desired behaviors, ultimately contributing to higher levels of job satisfaction and productivity.

Investing in employee development is also essential for improving HRM practices. Providing opportunities for skill development and career advancement through training programs and mentoring can empower employees to reach their full potential. Encouraging continuous learning and innovation allows employees to adapt to evolving job roles and challenges, enhancing organizational agility and competitiveness. Additionally, fostering a culture of feedback and open communication can empower employees to voice their ideas and concerns, promoting a growth mindset and fostering a culture of learning and improvement.

Addressing organizational challenges is critical for improving HRM practices in government departments. This includes streamlining bureaucratic processes and reducing administrative burdens to enhance efficiency and productivity. Effectively allocating resources to address workforce needs and support strategic initiatives is essential for achieving organizational goals. Moreover, mitigating political interference and promoting meritocracy can ensure fair and equitable treatment of employees, fostering a positive organizational climate and enhancing employee morale and engagement. Implementing these recommendations can lead to significant improvements in HRM practices and employee performance in Indonesian government departments.

Discussion

The findings of this study shed light on the factors influencing employee performance in Indonesian government departments and provide valuable insights into the effectiveness of performance evaluation mechanisms. This discussion will analyze the findings in relation to the research questions posed at the outset of the study and connect them with relevant literature to deepen our understanding of HRM practices in the public sector.

Current performance evaluation practices within Indonesian government departments

The study illuminated the diverse landscape of performance evaluation practices within Indonesian government departments, indicating considerable variation in both efficacy and execution. Although performance evaluation systems are prevalent, inconsistencies prevail regarding the criteria employed and the feedback mechanisms implemented. Prior research echoes these disparities, underscoring the

necessity for transparent, objective criteria that harmonize with organizational objectives. Aligning with Aryani et al. (2018), this study accentuates the significance of clarity and alignment in performance evaluation processes. By rectifying these discrepancies and promoting transparency and consistency, organizations can foster enhanced employee satisfaction and bolster overall organizational performance. Therefore, addressing these challenges through strategic reforms holds promise in optimizing the efficacy of performance evaluation practices within Indonesian government departments.

Factors that influence employee performance in government settings, and interaction with performance evaluation

Through a comprehensive examination encompassing literature review and expert insights, this study unveiled pivotal factors influencing employee performance in government settings. Key determinants identified include organizational culture, leadership style, job satisfaction, and training opportunities. These findings resonate with prior research emphasizing the crucial role of supportive leadership, conducive organizational culture, and continuous employee development in fostering favorable performance outcomes (Taylor, 2006). Furthermore, the study illuminated the intricate interplay between these factors and performance evaluation processes. It underscored the imperative of aligning individual aspirations with organizational objectives and furnishing avenues for employee growth and development. This corroborates the notion that performance evaluation, when intertwined with factors like organizational culture and leadership, can serve as a potent catalyst for enhancing employee performance. Thus, by recognizing and leveraging these influential factors, organizations can orchestrate more effective performance evaluation processes that not only assess performance but also nurture a conducive environment for continuous improvement and professional growth.

Impact of performance evaluation on productivity, and strategies that can be employed to optimize this impact

The study employed expert opinions and the fuzzy Delphi method to gauge the impact of performance evaluation on productivity within government departments. It revealed varying impacts across departments despite widespread implementation of performance evaluation systems. To optimize this impact, several strategies were identified. Firstly, there is a need to strengthen performance evaluation systems, ensuring clarity and objectivity in performance criteria. Additionally, promoting a positive work environment, investing in employee development, and addressing organizational challenges emerged as crucial strategies. These findings resonate with prior research emphasizing the significance of clear performance criteria, feedback provision, and employee recognition in bolstering performance outcomes. The study underscores the importance of tailored approaches to performance evaluation that accommodate the unique challenges and contexts of government departments. By implementing these strategies, organizations can maximize the effectiveness of performance evaluation processes, ultimately enhancing productivity and contributing to organizational success.

The findings of this study contribute to our understanding of HRM practices in Indonesian government departments and provide actionable insights for improving employee performance and productivity. By linking the findings to the research questions and previous studies, this discussion highlights the

significance of factors such as organizational culture, leadership style, and performance evaluation processes in driving performance outcomes. It is essential for government agencies to implement targeted interventions to address the identified challenges and leverage opportunities to enhance HRM practices and promote organizational effectiveness in the public sector.

Conclusion

This study has provided valuable insights into the factors influencing employee performance in Indonesian government departments and the effectiveness of performance evaluation mechanisms. The identification of performance factors revealed the multifaceted nature of employee performance, encompassing aspects such as organizational culture, leadership style, job satisfaction, and training opportunities. These factors interact with performance evaluation processes, emphasizing the importance of aligning individual goals with organizational objectives and providing opportunities for employee growth and development. The findings corroborate previous research, highlighting the significance of supportive leadership, conducive organizational culture, and continuous employee development in driving performance outcomes. Moreover, the study elucidated the impact of performance evaluation on productivity within government departments. While performance evaluation systems are widely implemented, their impact varies across departments. Strategies to optimize this impact include strengthening performance evaluation systems, promoting a positive work environment, investing in employee development, and addressing organizational challenges. These strategies align with previous studies emphasizing the importance of clear performance criteria, feedback provision, and employee recognition in enhancing performance outcomes. The screening and finalization of performance factors involved a rigorous process of data analysis and validation. Factors with high levels of consensus among experts and alignment with the BSC dimensions were retained for further analysis. Pilot testing and feedback sessions with stakeholders within Indonesian government departments validated the finalized list of performance factors, ensuring their validity and applicability. This study contributes to the enhancement of HRM practices in Indonesian government departments by providing actionable insights for improving employee performance and productivity. By recognizing and addressing the identified challenges and leveraging opportunities, organizations can optimize performance evaluation processes and foster a conducive environment for continuous improvement and professional growth.

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