

Company Performance Measurement Analysis PT. Romi Violeta Sidoarjo Using *Malcolm Baldrige Criteria for Performance Excellence*

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Abstract

This research aims to assess the level of company performance using the Malcolm Baldrige Criteria for Performance Excellence with software SPSS. PT. Romi Violeta Sidoarjo, a rattan and wood furniture company, specializing in wicker and wood garden furniture. Performance measurement based on financial aspects alone causes the company not to know specifically what factors cause the company's performance to decline. The results of this study are the company's performance position is in the Emerging Industry Leader with a score of 627.01 and based on the recapitulation of the assessment of each variable it can be seen that in the company's employee performance the highest value is in the category of human resource focus, which is 78.37% which means the company always maintains good relations with employees, while the lowest value is in the business results category, which is 56.29%, which means that it still has to pay attention to matters relating to the development of organizational capabilities and its renewal of the main business environment. The results of this study are expected to be considered by the leadership regarding evaluating the performance of company employees to be in an excellent condition.

Keywords

company performance; malcolm baldrige criteria for performance excellence; SPSS



I. Introduction

Performance appraisal is a complex series of measurements of the activities involved in a company. The company's performance must be measured and evaluated so that the company can grow and compete with other companies. Most companies use financial metrics to measure performance because they are considered practical and still important in the short term. Intangible assets and intellectual property cannot be measured if the performance evaluation focuses only on the financial aspect. Old-fashioned performance appraisal only focuses on the company's short-term goals, while the company's long-term goals tend to be ignored, so they are considered inappropriate. Overall performance evaluation provides the basis for a more effective and efficient financial performance measurement. In addition, performance measures based on financial aspects cannot fully describe the state of the company, so it is necessary to develop a model that is appropriate to the company's circumstances, which covers all aspects of the company.

PT. Romi Violeta Sidoarjo is a rattan and wood furniture company that has never conducted a comprehensive performance review before, so the company does not know the true picture of the company's condition. To assist companies in measuring overall performance, it is necessary to use MBCE to incorporate all perspectives within the company as well as advance a performance quantification model that fits the realities of the company.

MBCfPE is a way to continuously advance the company's overall performance. The performance measurement and improvement method provided by MBCfPE is to measure the significance of the effect among seven independent variables, including leadership, strategic planning, customer and market focus, analytics and knowledge management measures, workforce focus, operational focus and performance results.

II. Review of Literature

2.1 Performance

Management is a unique process that involves planning, organizing, executing and controlling actions, each using knowledge and expertise and executed sequentially so that the business can achieve the planned organizational goals (Anoraga 2017). Performance itself is the result of certain work processes that have been planned by employees and related organizations. So, performance management is a form of continuous communication, which is carried out on the basis of a partnership between an employee and a direct provider (Bacal 2019). The basis for implementing performance management is the formulation of goals, with consensus, cooperation, continuity, two-way communication, and feedback (Novizar 2012).

Communication is the process of delivering messages by someone to other people to tell, change attitudes, opinions or behavior either directly orally or indirectly through the media. In this communication requires a reciprocal relationship between the delivery of messages and recipients namely communicators and communicants (Hasbullah, et al: 2018).

Performance benefits according to the organization include finding a foundation for career readiness, retaining competent employees to avoid resignation, planning for total quality, providing customer support and service, and supporting cultural change (Wibowo 2014). In addition, performance management also has benefits for individuals, such as: identifying positions, clarifying goals, providing motivation, improving work skills, utilizing quality time, and can also be the basis for measuring performance (Wibowo 2012). If viewed from the cycle, performance management can be divided into 3 parts, namely planning, implementation, and evaluation (Blanchard, et al 2017). There are 5 steps to developing a good plan, namely: firstly analyzing the situation, secondly making alternative goals and plans, thirdly evaluating goals and plans, fourth choosing the most suitable goals and plans, and finally implementation (Bateman, et al. 2015).

Performance indicators are made on the basis of quality assessments that have been made by the company previously, which have *tangible* and *intangible* that cannot be determined. (Mangkuprawira, et al 2015). Performance appraisal itself is a process that includes setting work performance standards, evaluating employees, and providing *feedback* to employees with the aim of increasing work motivation (Anwar 2012). The purpose of performance appraisal is to find out how successful or not a person is in carrying out the tasks that are his responsibility against the previously set standards (Nawari 2014)

2.2 Measurement of Company Performance Performance

Measurement is the process of recording and measuring the results of the implementation of activities which ultimately aim to achieve the mission of service , product, or process. (Stout 2013). The measurement results are used to provide *feedback* in the form of effective and efficient activities that can provide information about the performance of program implementation and the point in time when the company needs to

make adjustments to the program and its control activities (Simambela 2020). The benefits of a performance measurement system include tracking performance against customer expectations and involving all employees in providing customer satisfaction, and making unclear strategic goals more specific to accelerate the company's learning process (Mulyadi, et al 2019). To take measurements, of course, requires a measure to be used as a reference, performance measurement is not an exception. One of the measuring tools used for performance measurement is a *key performance indicator*, this metric can be used to determine the level of success or achievement of a company's performance (Sudarmanto 2017).

2.3 The Malcolm Baldrige Criteria for Performance Excellence

MBCfPE is an advanced guide for companies to achieve high performance (Haris 2013). The purpose of the MBCfPE, among others, is to identify the quality achievements of American business companies. understanding of the requirements for creating perfect quality management, as well as publishing the successful implementation of quality management strategies (Gaspersz 2015). The MBCPE standard is one of the instruments to make an organization achieve a high level of performance, this standard has 7 categories that are mutually sustainable, namely: leadership, strategic planning, focused on customers and markets, measurement, analysis and knowledge management, focused on the workforce , process control, and results (Hertz 2015). Organizational learning is continuous improvement through adaptive processes and methods based on the company's ultimate goals (Robbins 2014).

Table 1. Criteria In MBCfPE

MBNQA Criteria 2018	Values
1. Leadership	120
1.1 Organizational Leadership	70
1.2 Management and Social Responsibility	50
2. Strategic Planning	85
2.1 Strategy Development	40
2.2 Strategy Dissemination	45
3. Market and Customer Focus	85
3.1 Knowledge	40
3.2 Relationships and Satisfaction	45
4. Measurement , Analysis and Knowledge Management	90
4.1 Performance Measurement, Analysis and Improvement	45
4.2 Information, Information Technology and Knowledge Management	45
5. Human Resources Focus	85
5.1 Human Resource Engagement	45
5.2 Human Resources Environment	40
6. Process Management	85
6.1 Work System Design	45
6.2 Management and Performance Improvement	40
7. Outcomes	450
7.1 Product and Service	100
7.2 Consumer-Related	70
7.3 Financial and Market	70
7.4 Human Resources Outcomes	70

7.5 Process Results Corporate Effectiveness	70
7.6 Leadership Outcomes	70
Performance Values	1000

Source: Gaspersz, 2015

Based on the table above, the seven types of relationship frameworks in MBCfPE form three basic elements, namely: strategy and business plans, systems, and information and analysis (Sadikin 2018) eight performance sequences, namely:

Table 2. Level of Predicates and MBCfPE Performance Score Value

Classification Company Class	Score	Global Performance
<i>Poor</i>	0 - 275	<i>Early Development</i>
	276 – 375	<i>Early Result</i>
	376 – 475	<i>Early Improvement</i>
<i>Global Average</i>	476 – 575	<i>Good Performance</i>
	576 - 675	<i>Emerging Industry Leader</i>
	676 – 775	<i>Industry Leader</i>
<i>Global Image Excellent</i>	776 – 875	<i>Benchmark Leader</i>
	875 - 1000	<i>World Class Leader</i>

Source: Gaspersz, 2015

The relationship between the seven aspects is shown in table II. The table explains how these aspects or criteria are related and the process of establishing an organizational profile.

2.4 Likert Scale

Likert scale is a simple method of comparison with the Thurstone scale, which is reduced to 2 groups with 11 points, namely favorable and unfavorable. Although neutral items are not included. To overcome the loss of neutrality, Likert uses another test construction technique. Each respondent was asked to agree and disagree on a 5-point scale for each item (strongly agree, agree, undecided, disagree, strongly disagree). Then change the estimate of all preferred items to 1 strongly agree and 5 strongly disagree. (Wawan, et al 2015).

In this study, the evaluation technique used a Likert scale, but the meaning of each number was changed according to the company's evaluation criteria. Therefore, the numbers on the Likert scale in this study have their own meaning.

2.5 Validity

Test Validity test aims to estimate the validity of the questionnaire which further states the findings of the research being studied. A questionnaire is considered valid if the questions in the questionnaire indicate what the questionnaire will measure. The effectiveness is tested by comparing r arithmetic variables with r tables. If r arithmetic $>$ r table, then the questions in the questionnaire are declared valid (Ghozali 2012). The formula is.

$$r_{xy} = \frac{n \sum xy - (\sum x \sum y)}{\sqrt{[n \sum x^2 - (\sum x^2)] [n \sum y^2 - (\sum y^2)]}} \quad (1)$$

2.6 Reliability

Test Reliability test is a test that produces consistent scores even when tested under different circumstances. Reliability in this test was tested using alpha cronbach (Sugiyono 2015). Reliability testing can also be interpreted as a series of measuring instruments that will produce a consistent score even though the measurements are repeated. Reliability is the level of consistency. The formula is:

$$\sigma = \left(\frac{k}{k-1} \right) \left(1 - \frac{\sum \sigma^2 b}{\sigma^2 t} \right) \sigma = \left(\frac{k}{k-1} \right) \left(1 - \frac{\sum \sigma^2 b}{\sigma^2 t} \right) \quad (2)$$

If the alpha value > 0.7 the reliability is sufficient, but if the alpha > 0.80 then all samples and tests are reliable and coherent internally due to strong reliability.

Table 3. Reliability Criteria

Cronbach Alpha's	Criteria
0.00 – 0.20	Very less reliable
0.21 – 0.40	Less reliable
0.41 – 0.60	Fairly reliable
0.61 – 0.80	Reliable
0.81 – 1, 00	Very reliable

Source: Sugiyono, 2015

If the alpha is low, one or more of them may not be reliable. Immediate identification through each item analysis program. Project analysis is a continuation of the previous alpha testing to see some unreliable projects. With this analysis item, one or more unreliable items can be eliminated so that the alpha value is higher (Sugiyono 2015)

2.7 Simple Random Sampling

Sample as a small part of the number and characteristics of a population. There are two types of samples, namely probability sampling and non-probability sampling. One way to take samples so that the results are representative is to use *probability sampling*. This sampling technique provides an even distribution for each person to select the population elements that are members of the sample. Another technique is non-probability sampling, but this technique does not give every element or member of the population an equal opportunity to be sampled (Sugiyono 2015)

In a study, the characteristics of the sample must represent the population in order to obtain accurate research results. For data that are normally distributed, the analysis of the t distribution requires at least 30 data, if less than that, the analysis will not be good or even invalid. The sampling method is also adjusted to the significance level of the *error margin*, this can be 1%, 5%, or 10% according to research needs. If the population of the study is known, then the determination of the number of samples can be determined using the Taro Yamane and Slovin.

III. Research Method

The research steps used to solve performance measurement problems at PT. Romi Violeta is as follows:

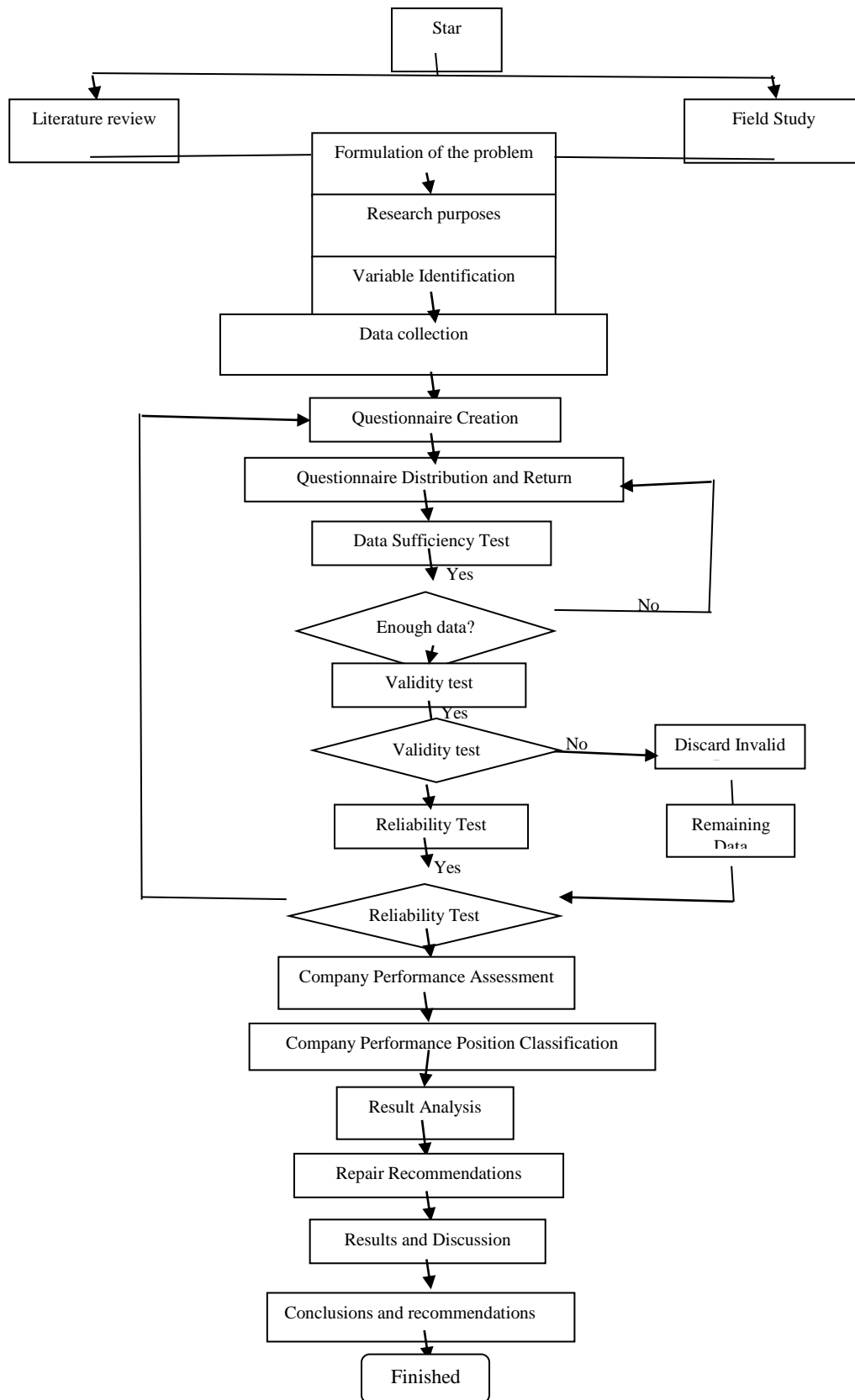


Figure 1. Problem Solving Steps

IV. Results and Discussion

4.1 Results

a. Data Collection

Data collection in this study was carried out by observing, distributing questionnaires and direct interviews with the company. PT. Romi Violeta Sidoarjo in 2021 can be seen in table 4 below:

Table 4. Employee Data

No.	dept.	Position				Implementing	Number of
		Senior Manager	Manager	Supervisor	Foreman		
1	Operation 1	1	3	8	16	89	117
2	Operation 2	1	2	6	9	38	56
3	Marketing	1	3	5	4	8	21
4	Purchasing	1	2	2	1	6	12
5	HRD	1	2	4	5	12	24
6	Finance & Accounting	1	3	2	1	8	15
7	Quality Assurance	1	2	0	1	1	5
	Total	7	17	27	37	162	250

Source: Secondary Data (PT. Romi Violeta Sidoarjo)

b. Data Processing

1. Questionnaire Preparation

The questionnaire was made using a scale Likert which consists of 5 points

2. Distribution and Return of Questionnaires

Data collection in this research was carried out by distributing questionnaires to employees according to the number of samples determined from superiors to subordinates in each department at PT. Romi Violeta Sidoarjo. The distribution of this questionnaire is to obtain primary data, namely about the performance conditions at PT. Romi Violeta Sidoarjo so that he can know things that need to be evaluated by the company. After distributing 250 questionnaires, it turns out that 168 people returned questionnaires so that further testing of the data adequacy test is carried out.

3. Data Adequacy Test

Determination of the number of respondents in each department using a *simple random sampling technique*. The formula for this technique uses formula (3). Table V describes the number of employees in each department surveyed.

Table 5. Number of Employees in the Survey

No	dept.	Position				Implementing	Number of
		Senior Manager	Manager	Supervisor	Foreman		
1	Operation 1	1	2	6	13	34	56
2	Operation 2	1	1	4	6	26	38
3	Marketing	1	2	5	4	8	20
4	Purchasing	1	2	2	1	6	12
5	HRD	1	2	3	4	12	22
6	Finance & Accounting	1	3	2	1	8	15
7	Quality Assurance	1	2	0	1	1	5
	Total	7	14	22	30	95	168

Source: Survey Data

4. Validity Test

Using α 10%, the r table value is 0.12%. The results of the validity test of 168 respondents can be seen in the following table.

Table 6. Validity Test Question Item

Description	Variable	r value calculated	Valid/Invalid
a11	The company has a vision, mission, long-term goals and short-term goals that have been set	a12	Valid
The	company has provided information about the vision, mission, short-term goals and long-term goals length to all employees of the company	0,911	Valid
a13	The company has a schedule to measure and evaluate the company	0,879	Valid
a14	The company communicates and discusses the results of the evaluation with company employees	0,851	Valid
a15	The company uses the evaluation results to make improvements to the company's current performance and make changes to better	0,922	Valid
a16	The company uses the results of the evaluation to improve the company's leadership effectively and efficiently	a21	Valid
The	company is responsible for the impact of the company's work processes on the environment around the company	a22	The
company	business ethics in every transaction and interaction the company with	levels	consumers
of	0.925	Valid	prioritizes
n	all company	0,910	Valid
b12	The company incorporates market and consumer needs including creating new products/services in developing the strategy	0,926	Valid
b13	In developing this strategy the company considers the strengths and weaknesses of the company's suppliers/partners	b14	Valid
0.870	In developing the strategy the company considers the progress of competition in the business environment the company and the company's competitive ability	0,885	Valid
b15	The company considers possible risks that arise both financially, socially and other risks in developing the strategy	0,919	Valid
b16 The	company will involve company employees in developing the strategy	0,944	Valid
b17	The strategy that the company makes has a time limit to achieve the target that has been set	0,942	Valid
b21	The company makes a work plan to achieve the goals of the strategy that has been set	0,897	Valid
b22	The company notifies the work plan to all parties company	0,937	Valid
b23	The company measures and evaluates the success of the company's strategy	b24	Valid
0,920	The company uses the same standard strategy as the company's competitors in terms of planning and disseminating strategies	0,938	Valid
c11	The company has a system to determine the target market	0,893	Valid
c12	The company conducts research to hear and learn about needs and consumer tastes	0,926	Valid
c13	The company holds discussions with company employees to find out current market trends and consumer needs	0,928	Valid
c14	The company holds discussions with outside parties the company regarding current market trends and consumer needs	0,884	Valid
c15	The company uses the information obtained by the company to consider the quality of the company's products/services	0,918	Valid
c21	The company has a good relationship with consumers	0,883	Valid
c22	The company has a mechanism to accommodate suggestions from consumers	0,891	Valid
c23	The company conducts a survey to determine the level of customer satisfaction of the company	0,887	Valid
c24	The company uses the information above to improve the quality of the company's products/services and services	0,897	Valid
d11	The company has a system to measure company performance	0,928	Valid
d12	There are certain criteria that the company uses to measure company performance	0,911	Valid
d13	The company uses competitor information to improve company performance	0,899	Valid
d14	The company communicates the results of performance analysis to employees below it to support decision making	0,8 95	Valid
d21	The company makes data and information needed by employees,	0,958	Valid

	suppliers, and consumers easy to access		
d22	The company has modern technology to make work easier (for example computers)	0.866	Valid
d23	The company ensures that modern technology is easy to use	0.878	Valid
e11	The company has good communication effective and share knowledge/skills among work units	0.901	Valid
e12	The company implements certain mechanisms to motivate employees and help them improve their performance (such as perceived leadership antecedents, perceived work environment, etc.)	0.935	Valid
e13	The company provides rewards, compensation or incentives to support performance good performance from employees	0.906	Valid
e14	The company has a system that assesses employee performance by providing feedback to company employees	0.944	Valid
e15	The company has special procedures in recruiting, dismissing and hiring company employees	0.885	Valid
e21	The company always creates and maintains a work environment that always pays attention to the comfort, safety and health of employees	0.910	Valid
e22	The company always maintains good relations with employees	0.891	Valid
e23	There are certain criteria to assess the level of employee satisfaction and motivation (such as <i>rating scale, interviews, critical incidents</i>)	0.955	Valid
e24	The company is able to handle employee complaints so that there is never a strike in the company	0.946	Valid
f11	The company integrates new technology in the design of the company's products/services	0.929	Valid
f12	There are certain criteria used to control and improve the company's work system design	f21	Valid
0.913	The company perform inspections and audit processes of all work system designs	0.917	Valid
f22	The work system that the company does to obtain improvements	0.891	Valid
f23	The company communicates and disseminates the company's work system to all company units	f24	Valid
company	The will provide freedom for employees to develop their interests and talents in work	0.939	Valid
g11	Criteria related to the influence of society on products/services achieving targets for the last 5 years	0.889	Valid
g12	Criteria related to customer complaints achieving targets for 5 years	0.906	Valid
g21	Criteria related to customer satisfaction and dissatisfaction the company has met the target for the last 5 years	0.906	Valid
g22	The level of customer satisfaction of the company is better than competing companies for the last 5 years	0.927	Valid
g31	Criteria related to financial performance met the target for the last 5 years	0.878	Valid
g32	Criteria related to market performance such as market share, business growth and new markets that were successfully entered met the target for the last 5 years	0.886	Valid
g41	Criteria related to employee satisfaction and dissatisfaction met the target for 5 years last year	0.868	Valid
g51	Criteria related to the company's strategy to achieve targets for the last 5 years	0.859	Valid
g52	Criteria related to compliance with policies on the environment around the company meeting targets for the last 5 years	0.845	Valid
g61	Criteria related to creating a work environment that can empower and increase employee motivation to meet targets for the last 5 years	0.890	Valid
g62	Criteria related to improving leadership effectively and efficiently meet targets for the last 5 years	0.886	Valid

From table 6 it can be seen that all question variables are *valid* because the value *r* count value is greater than *r* table for each data.

5. Reliability Test

If the data passes the validity test, then it is then tested using the reliability test to find out how reliable the data used is. The results of the reliability test of the data used are:

Table 7. Reliability Of Question Item

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.996	0.6	62

The result of *Cronbach's alpha* in table VII is 0.996 which can be seen in table III that the figure is among the criteria is very reliable. So from these results, it can be carried out for further research.

6. Company Performance Assessment

The company performance appraisal according to the MBCfPE criteria serves to see the overall score in each MBCfPE category.

Table 8. Assessment of Total Performance Category

Category	(A)	Ideal (B)	GAP (BA)	Value (%)
1. Leadership	77.77	120	42.23	$(77.77/120) * 100 = 64.8$
2. Strategic Planning	29.71	85	3.	$(55.29/85) * 100 = 66.04$
Market and Customer Focus	57.66	85	27.34	$(57.66/85) * 100 = 67.83$
4. Measurement, Management Knowledge and Analysis	59.78	85	25.22	$(59.78/85) * 100 = 70.32$
5. Human Resources Focus	66.62	85	18.38	$(66.62/85) * 100 = 78.37$
6. Process Management	56.55	85	28.45	$(56.55/85) * 100 = 66.52$
7. Business Results	253.34	450	196.66	$(253.34/450) * 100 = 56.29$
Total	627.01		1000	

Based on table 8, it can be seen that the company's employee performance has the highest value in the category of human resource focus. While the lowest value is in the category of business results.

7. Classification of Company Performance Position

The final stage in the assessment of the MBCfPE criteria is the classification of performance classes according to MBCfPE which consists of eight levels of performance. The following is a table of company position classification of PT. Romi Violeta Sidoarjo.

Table 9. Classification of Company Position

Classification Company Class Corporate	Score	Global Performance	PT. Romi Violeta Sidoarjo
<i>Poor</i>	0 – 275	<i>Early Development</i>	
	276 – 375	<i>Early Result</i>	
<i>Global Average</i>	376 – 475	<i>Early Improvement</i>	
	476 – 575	<i>Good Performance</i>	

Global Image Excellent	576 – 675	Emerging Industry Leader	627.01
	676 – 775	Industry Leader	
	776 – 875	Benchmark Leader	
	876 - 1000	World Class Leader	

Source: Gaspersz, 2015

Based on calculations obtained a score of 627.01 so that according to the company classification table from MBCfPE it can be concluded that PT. Romi Violeta Sidoarjo is the *Emerging Industry Leader* so he still has to make improvements in order to reach a better class above him.

4.2 Discussion

Based on the calculations obtained a score of 627.01 so that according to the company classification table from MBCfPE it can be concluded that PT. Romi Violeta Sidoarjo is in the *Emerging Industry Leader* which means that it is still in the development stage to become an *Industry Leader* so it still has to make improvements in order to achieve a better class above it. The category of human resources focus which means the company has special procedures in recruiting, firing and hiring company employees. In addition, the company always maintains good relations with employees. While the lowest value is in the business results category, which means that you still have to pay attention to matters relating to organizational performance results and prioritize improvements in the business area. This includes customer satisfaction, product and service performance, financial performance, and resource performance.

Proposed improvements in the business results category include always paying attention to the community's needs for products and services made, minimizing existing complaints to get customer satisfaction, always providing the best service to consumers to get consumer loyalty, improving performance to be better than competitors. and can become a market leader, and conduct periodic checks on financial performance and audit things that can be financially detrimental.

V. Conclusion

The conclusions that can be drawn from the results of the analysis and discussion conducted previously are:

1. The company's performance position is in the *Emerging Industry Leader* with a score of 627.01, and based on the recapitulation of the assessment of each variable, it can be seen that in the company's employee performance the highest value is in the human resource focus category, which is 78.37%, while the lowest value is in the business results category, which is as large as r 56.29%.
2. In improving the company's performance to be in an excellent condition, the proposed improvement in the business results category is to always pay attention to and complete the targets that have been made on time so that they can accelerate the development of the company, conduct deliberations to find solutions to employee complaints to increase employee productivity, as well as asking things that employees need, which can make employees enthusiastic about working.

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