DESIGNING A PERFORMANCE MANAGEMENT STRATEGY TO RETAIN EMPLOYEES IN AN IT CONSULTING STARTUP (CASE STUDY: PLABS)

FINAL PROJECT

**In partial fulfillment of the requirements
for the master's degree
from Institut Teknologi Bandung**

**By
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ABSTRACT

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Today's business environment is highly competitive, and companies face the significant challenge of attracting and retaining top talent. But with an excellent employer branding strategy, businesses can enhance employee engagement, attract, and retain top talent, and improve overall organizational performance. Companies also need to implement an effective performance management strategy that aligns with their employer branding to achieve these objectives. Performance management strategy involves measuring and developing the performance of both individuals and teams while aligning their efforts with the organization's strategic goals. Several research studies have explored the link between performance management systems and employee engagement, and regular performance appraisal is one measure that can enhance employee engagement by providing them with a sense of direction and clarity about their roles and responsibilities. According to a 2018 report by the World Bank, Indonesia is expected to experience a talent shortage of about nine million skilled and semi-skilled professionals between 2018 and 2030. In contrast, the need for skilled technology professionals has increased significantly after the COVID-19 pandemic. As a result, acquiring eligible talent to fill technology positions has become even more challenging. Retaining top employees remains challenging for most companies, including Plabs. To develop an effective performance management strategy for Plabs, it is crucial to identify the factors critical in retaining employees, especially in the context of performance management. Based on the research, five key values that affect employee performance have been identified. These values will be further analyzed utilizing TF-IDF method in Python. The results include economic factors such as salary and compensation, development opportunities such as courses and training, social factors such as collaboration, work factors such as workload and feedback, and brand-image factors such as the quality of work. By using the strategic performance management framework, the proposed performance management strategy for Plabs consists of developing performance objectives, differentiating compensation, and providing regular feedback. By implementing these recommendations, Plabs can ensure that its employees are clear about what is expected of them, are being compensated fairly, and receive the feedback they need to improve their performance.

Keywords: Employer Branding; Performance Management Strategy; Startup

ABSTRAK

PERANCANGAN STRATEGI MANAJEMEN KINERJA UNTUK MEMPERTAHANKAN KARYAWAN DALAM STARTUP KONSULTASI TI (STUDI KASUS: PLABS)

Oleh

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Lingkungan bisnis saat ini sangat kompetitif, dan perusahaan menghadapi tantangan signifikan untuk menarik dan mempertahankan talenta terbaik. Namun dengan strategi employer branding yang, bisnis dapat meningkatkan engagement karyawan, menarik, dan mempertahankan talenta terbaik, serta meningkatkan kinerja organisasi secara keseluruhan. Perusahaan juga perlu menerapkan strategi manajemen kinerja yang efektif yang sejalan dengan strategi employer branding mereka untuk mencapai tujuan tersebut. Strategi manajemen kinerja melibatkan pengukuran dan pengembangan kinerja individu dan tim sembari menyelaraskan upaya mereka dengan tujuan strategis organisasi. Beberapa studi penelitian telah mengeksplorasi hubungan antara sistem manajemen kinerja dan engagement karyawan, dan penilaian kinerja reguler adalah salah satu ukuran yang dapat meningkatkan keterlibatan karyawan dengan memberi mereka arahan dan kejelasan tentang peran dan tanggung jawab mereka. Menurut laporan tahun 2018 oleh Bank Dunia, Indonesia diperkirakan akan mengalami kekurangan bakat sekitar sembilan juta profesional terampil dan semi terampil antara tahun 2018 dan 2030. Sebaliknya, kebutuhan akan profesional teknologi terampil telah meningkat secara signifikan setelah COVID-19 pandemi. Akibatnya, memperoleh talenta yang memenuhi syarat untuk mengisi posisi teknologi menjadi semakin menantang. Mempertahankan karyawan terbaik tetap menjadi tantangan bagi sebagian besar perusahaan, termasuk Plabs. Untuk mengembangkan strategi manajemen kinerja yang efektif untuk Plabs, sangat penting untuk mengidentifikasi faktor-faktor penting dalam mempertahankan karyawan, terutama dalam konteks manajemen kinerja. Berdasarkan penelitian, telah diidentifikasi lima nilai kunci yang mempengaruhi kinerja karyawan. Nilai ini akan dianalisia lebih lanjut menggunakan metode TF-IDF di Python. Hasilnya meliputi faktor ekonomi seperti gaji dan kompensasi, peluang pengembangan seperti pelatihan dan pengembangan, faktor sosial seperti kolaborasi, faktor pekerjaan seperti beban kerja dan feedback, dan faktor brand-image seperti kualitas pekerjaan. Strategi manajemen kinerja yang diusulkan untuk Plabs terdiri dari pengembangan tujuan kinerja, membedakan kompensasi, dan memberikan feedback secara teratur. Dengan menerapkan rekomendasi ini, Plabs dapat memastikan bahwa

karyawannya mengetahui dengan jelas apa yang diharapkan dari mereka, mendapatkan kompensasi yang adil, dan menerima feedback yang mereka perlukan untuk meningkatkan kinerja mereka.

Keywords: Employer Branding; Strategi Manajemen Kinerja; Startup

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This final project is dedicated to my family, friends, and mentors who have shown countless support throughout the journey.

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Constructive criticism and recommendations from anyone who wishes to help improve the accuracy of this report will always be welcomed and highly appreciated.

Bandung, 13th July 2023

Cryssa Aprilia Ermiyanda Piter

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Human resource management plays a critical role in the success of the company. Human resource management refers to managing the workforce within a company to achieve its objectives. As a company's workforce is often regarded as its most valuable asset (Tanwar & Prasad, 2017), the company needs to define a concept that would meet the requirement of attracting and retaining valuable employees.

However, in today's competitive business environment, attracting and retaining top talent has become a significant challenge for companies. With those in mind, employer branding has emerged as a crucial tool for companies to build a strong reputation as an employer choice. An excellent employer branding strategy can help companies to attract and retain top talent, enhance employee engagement, and improve overall organizational performance. Companies must implement an effective performance management strategy that aligns with their employer branding strategy to achieve these goals.

A performance management strategy involves measuring and developing the performance of individuals and teams while also aligning their efforts with the strategic goals of an organization (Aguinis, 2019). It includes setting expectations, monitoring employee progress, and providing feedback on performance. This process enables companies to transform the talent and motivation of their personnel into a significant competitive advantage (Aguinis, 2019). Several research studies have explored the link between performance management systems and employee engagement. For example, regular performance appraisal can enhance employee engagement by giving them a sense of direction and clarity about their roles and responsibilities (Edgar & Geare, 2005). Research also shows that employer branding is the most effective when it is

integrated with other human resources initiatives, such as talent acquisition, performance management, and employee engagement (Dabirian et al., 2019). Therefore, a robust performance management strategy can help companies to identify and retain top talent.

Based on a survey of half-of-billion LinkedIn users worldwide, the sector with the highest turnover rate is the technology sector, with a percentage of 13.2% (Petrone, 2018). In contrast, the need for skilled technology professionals has increased significantly after COVID-19. Since the pandemic forces the acceleration of digital transformation and the adoption of new technologies, making this industry more important than ever. However, acquiring eligible talent to fill the technology positions is challenging. In 2018, the World Bank estimated that Indonesia would experience a talent shortage of about nine million skilled and semi-skilled professionals between 2018 and 2030 (Burhan, 2022). Therefore, retaining top employees remains challenging for most companies, including startups.

Plabs is an IT Consulting startup founded in 2019 that aims to simplify digital development. Plabs has won several awards, such as an honorable mention from one of the top web design and development organizations, for its outstanding portfolio. Author had a chance to interview their Human Resource Director. During the interview, he mentioned they started a human resource management team in 2021 amidst the pandemic. Since they are still developing as a company, Plabs needs help finding the right human resource management system suitable for its culture and values. One of the concerns he discussed was the heavy workload in Plabs and the need to identify an effective performance management strategy that aligns with the company's objectives and motivates its employee. This is crucial for the company since they aim to keep recruitment expenses minimum and retain its current workforce.

The factors influencing employee retention can be categorized into physical, mental, and social. When managing the company, it is also crucial to prioritize aspects like remuneration and rewards, career advancement, opportunities, the work environment, organizational culture, training, workplace safety and hygiene, communication, and the exchange of opinions. Another study by Yohn, D. from Harvard Business Review (2021) suggests that companies should prioritize building a culture of continuous recognition and feedback to improve their employer brand. This approach can help employees feel appreciated, committed, and driven to contribute to the company's achievement, allowing companies to attract and retain highly professionals.

Deloitte's study revealed that in most companies, only 10% are content with their performance management process (Sloan et.al, 2017). As a result, many businesses are transforming from the old-fashioned yearly performance review to a more dynamic and ongoing approach that emphasizes timely and relevant feedback, clear expectations, and alignment of employee goals with organizational goals. Hence, this research aims to identify the elements that impact performance in Plabs to create an effective performance management strategy for the company.

I.2   Company Profile

Plabs is a software production house and IT consultancy startup that has been in operation since 2019. The vision of Plabs is to simplify the development process at every touch point, allowing businesses to focus on creating innovative solutions that can change the world. The company has two headquarters located in a strategic area – Kawasan Sains dan Teknologi Padjadjaran, Bandung, West Java, and Rukan Permata Senayan Blok 25, South Jakarta.

Plabs has three core missions that guide its operations. These include simplifying digital development, designing and executing transformation, and providing 360-degree feedback. The company is firmly committed to simplifying digital development to make them more accessible and user-friendly. It achieves this by leveraging its expertise and experience to develop cutting-edge software solutions that are easy to use and understand. The company also understands that every business is unique and offers tailored solutions to each client's needs. This ensures that the transformation process is seamless, and the desired outcomes are achieved.

Figure I.1 Plabs' Logo
Source: (plabs.id)

Plabs offers an extensive range of services to meet the need of modern businesses. These services cover everything from Cybersecurity, Web Application Development, AR/VR, Manage Service, Blockchain Development, Mobile Application Development, AIoT/IoT, and AI/ML. Plabs uses various development frameworks, such as React.js, Flutter, Laravel, Nest, and others, to build innovative business solutions. They also use cloud platforms like Google Cloud, AWS, Azure, and others to ensure optimal performance.

Plabs has had the privilege of collaborating with some of the most impressive clients in the industry, including Nestle, BCA, AlloBank, BNI, and many more. Their exceptional work has earned them several awards, including an Honorable Mention from Awwwards, a highly-regarded web design and development competition body, and numerous

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CSS design awards such as Special Kudos, Innovation Design, and UIUX.
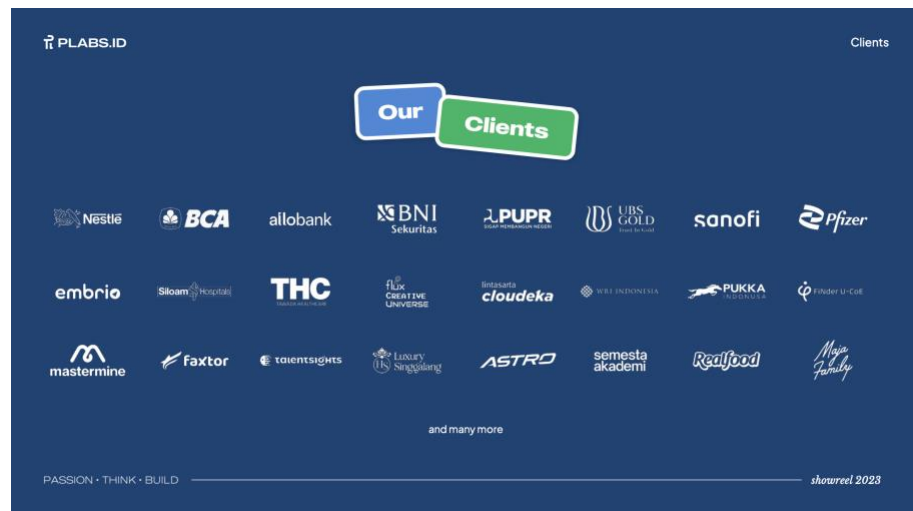
Figure I.2 Plabs' Notable Clients
Source: (Plabs' Company Deck)
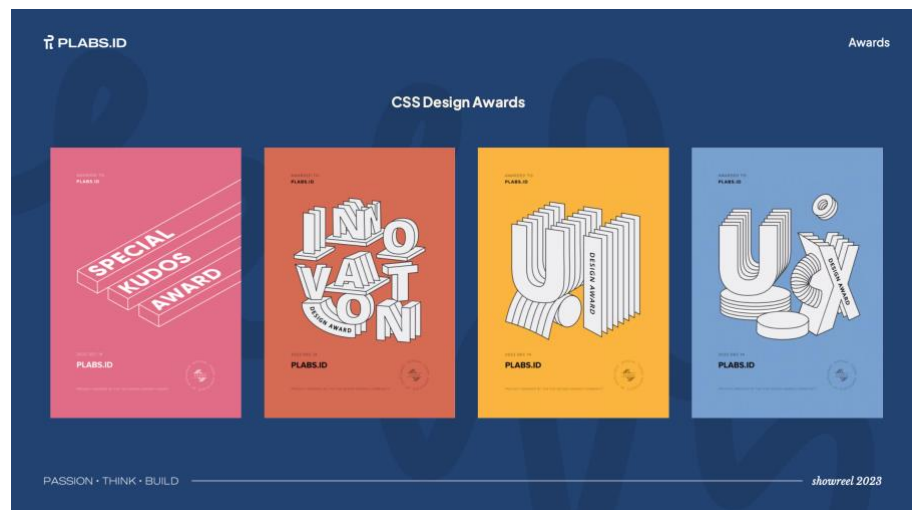
Figure I.3 Plab's Awards
Source: (Plabs' Company Deck)

Plabs owes its success to its exceptional team of professionals who drive its digital transformation works. The executive boards consist of Chief Executive Officer, who leads the company's strategic direction; a Managing Director, responsible to supervise the overall operations; a Chief Technology Officer, responsible for overseeing the company's technological innovations; a Business Marketing Director, who strategizes and executes the company's marketing initiatives; a Finance

Director, who is overseeing the company's financial operations; a Human Resource Director, who manages the company's human resource department; and a Creative Director, who leads the company's creative team. Below is the structure of the team.
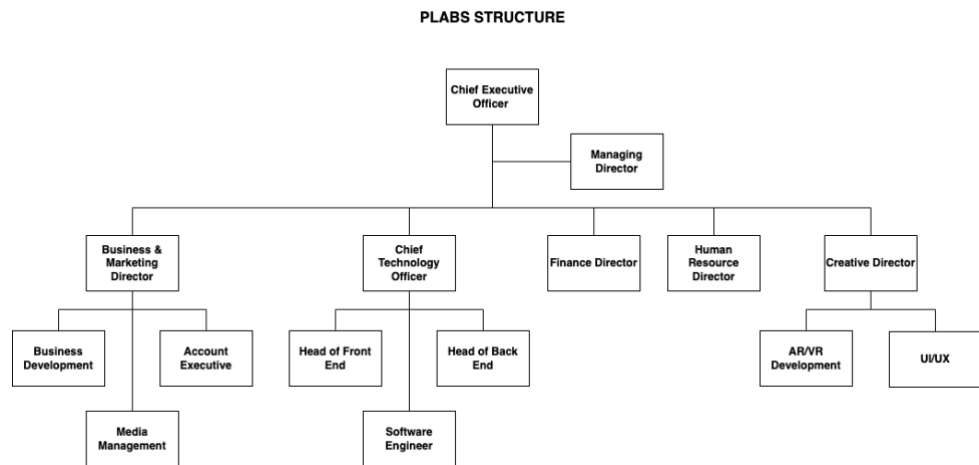
Figure I.4 Plabs' Organizational Structure
Source: (Plabs' Company Deck, modified by Author)

I.3 Business Issue

Plabs is a digital transformation consulting firm that values passion, thinking, and building to deliver exceptional solutions that remain one step ahead of the competition. To achive its objectives, Plabs still seeks guidance on identifying its best human resource management strategy. During Author's recent online interview with Plab's Human Resource Director, Author was able to gain a comprehensive understanding of the company's current business challenges and go through their employer branding strategy.

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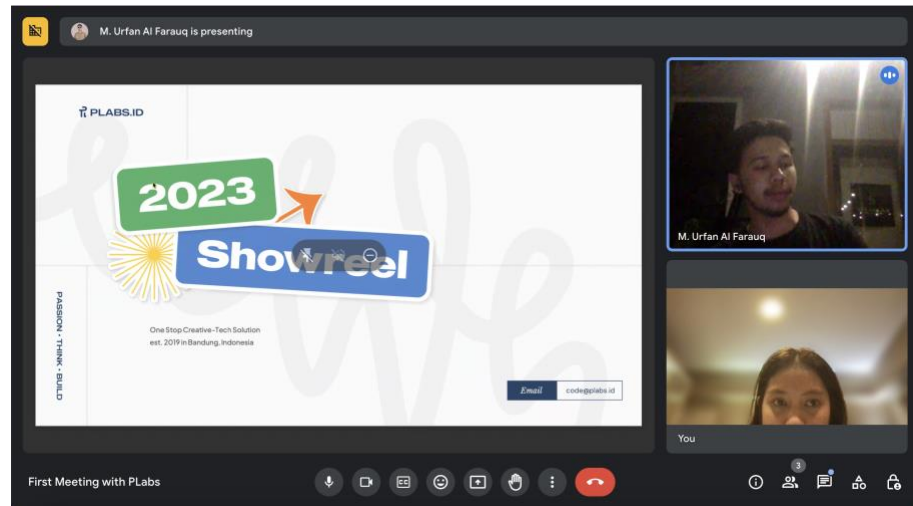
Figure I.5 Interview with Plabs' Human Resource Director
Source: (Author's personal documentation)

Plabs has a traditional work culture that requires employees to be physically present in the office from 9.30 am to 5.00 pm every weekday, with lunch provided. Due to the nature of work, overtime is often necessary, and each employee must manage multiple clients at once. This workload can be challenging, but Plabs provides its employees with a range of benefits, including health insurance, free lunch, training and development programs, and a monthly bonus based on performance.

As the Human Resource team was only established in 2021, Plabs doesn't have a performance management strategy in place, and their current efforts haven't been as effective as they would like them to be. Currently, their focus is on increasing budget efficiency and retaining their existing talent, which they recognize as critical for the success of their business.

To retain its current talent, Plabs needs a performance management strategy that aligns with its branding and values. However, they have not conducted previous surveys to gain valuable insights into what their current employees think about their performance management system and how it can be improved. This lack of research is something that Plabs recognizes and wants to address. By conducting in-depth analysis, the

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company can gain valuable insights into their employees' thoughts and opinions, which can help them develop a well-designed performance management strategy that enhances the company's overall performance and contribution to its success.

I.4 Research Questions and Research Objectives

Research questions and objectives are described below.

I.4.1 Research Questions

Based on the business issue stated, the research questions are as follow:

1. What are the factors that affecting employee's performance in Plabs?
2. What is the performance management strategy that can be employed in Plabs to improve its employee retention that aligns with its EVP?

I.4.2 Research Objectives

Based on the research questions stated, the objectives of this research are as follow:

1. To identify the factors that affecting employee's performance in Plabs.
2. To develop a performance management strategy that can be employed in Plabs to improve its employee retention that aligns with its EVP.

I.5 Research Scope and Limitation

Based on the research questions and objectives, the scope and limitation of this research are as follow:

1. The performance management strategy proposed will be focusing on economic, development, social, work, and brand image values.
2. The research method will be qualitative through interviews.
3. The interviewee will be the employees of Plabs with different positions.

4. The proposed performance management strategy will only cover the three stages of the strategic performance management: performance measurement, performance review, and incentive compensation.

Chapter II Literature Review

II.1   Theoretical Foundation

II.1.1 Literature Review Table

A set of literature reviews and previous studies regarding employer branding, employee retention, employee retention strategies, and performance management are gathered to support the approach and methodology used in this research.

Table II.1 Previous Research

No	Title and Source	Purpose	Methodology	Research Question	Conclusion	Result
1	Employer branding and its influence on employee retention: A literature review. Gilani, Hasan The Marketing Review, 2017	This study aims to review the literature on employer branding and investigate its influence on employee retention.	The Author conducted a literature review for a selected journal relevant to the employer branding and employee retention topic.	How does employer branding influence employee retention?	The authors concluded that employer branding has a positive influence on employee retention. They also found that employees who have a positive perception of their employer are	Several factors are essential for employer branding: the organization's reputation, culture, benefits, opportunities for development, and work-life balance.

No	Title and Source	Purpose	Methodology	Research Question	Conclusion	Result
					more likely to stay in the organization	Also, factors necessary for employee retention include satisfaction, organizational commitment, perceived organizational support, social support, and work-life balance.
2	Importance-performance analysis as a tool to guide employer branding strategies in the IT-BPM industry	The objective of this research is to investigate the use of importance-performance analysis (IPA) as a tool to guide employer	This research surveyed IT-BPM professionals in India	How can IPA be used to guide employer branding strategies in the IT-BPM industry?	It concluded that Icouldcan be a valuable tool for organizations looking to improve their employer branding. The most	The result showed that IPA could be used to identify the most critical employer branding factors for IT-BPM professionals and to

No	Title and Source	Purpose	Methodology	Research Question	Conclusion	Result
	Rajagopalan, Deepa; Baral, Rupashree Journal of Organizational Effectiveness People and Performance, 2019	branding strategies in IT-Bthe PM industry			critical factors are career opportunities, work-life balance, compensation and benefits, employee development and training, and organizational culture.	track the performance of an organization's employer branding over time.
3	Linking employer branding orientation and firm performance: Testing a dual meditation route of recruitment efficiency and	There is a lack of research on how employer branding orientation affects firm performance and the underlying mechanism. The study aims to combine brand	This study surveyed 93 companies located in Germany to gather data on the relationship between employer branding orientation, recruitment efficiency, positive	How does employer branding orientation relate to firm performance?	The study found that employer branding orientation positively impacts recruitment efficiency and the overall positive affective climate within the workplace. This	This help to clarify the relationship between employer branding and its effects on further improvement in the area. It also offers a model demonstrating the benefits of

No	Title and Source	Purpose	Methodology	Research Question	Conclusion	Result
	positive affective climate Tumasjan, Andranik; Kunze, Florian; Bruch, Heike; Welpe, Isabell Human Resource Management, 2020	marketing theory with human resource management research to create a model explaining how employer branding orientation can improve recruitment efficiency and create a positive work environment, leading to better overall firm performance.	affective climate, and overall firm performance.		positive affective climate ultimately leads to improved firm performance. It also highlights the importance of a positive affective climate as the key mediating factor linking employer branding orientation and firm performance.	strategic engagement in employer branding at the firm level.
4	Enticing the IT Crowd: employer branding in the	This research aims to create a tool that can assess the effectiveness of	The Author utilized literature to create and improve a tool for evaluating the	How can employers attract and retain IT talent in the	The study found that out there are eight key value propositions of	This research expands on employer branding study, specifically in

No	Title and Source	Purpose	Methodology	Research Question	Conclusion	Result
	information economy Dabirian, Amir; Berthon, Pierre; Kietzmann, Jan Journal of Business and Industrial Marketing, 2019	employer branding in the digital era. With businesses moving towards information-driven models, employee skill requirements are also changing. In fields like IT, where skilled workers are scarce, a strong employer brand image is vital for attracting and retaining top talent. This paper explores the significance of employer branding	primary value propositions of employer brands. The study surveyed potential IT employees who were computer science and information system students at a North American university and underwent three stages to develop an instrument with psychometric properties.	information economy?	employer brands that are significant to potential IT employees: Development, Management, Work-Life Balance, Application, Economic, Interest, Brand Image, and Social. These aspects hold importance for both IT companies and industries vying for skilled IT labor to	the information-intensive era and IT industry. Its purpose is to aid leaders in effectively managing and evaluating their employer brand, ultimately enhancing their ability to attract and retain top talent for a competitive edge.

No	Title and Source	Purpose	Methodology	Research Question	Conclusion	Result
		as a strategy for establishing a company's reputation as an ideal workplace in today's work environment.			comprehend and handle effectively	
5	Are they willing to work for you? An employee-centric view to employer brand attractiveness Ronda, Lorena; Valor, Carmen; Abril, Carmen	This study aims to introduce a new employee-centered framework for analyzing the attractiveness of an employer's brand. This framework separates the role of employee attributes, employee benefits, and perceived value	A comprehensive and analytical assessment is conducted on the available literature on the attraction of employer brands, utilizing means-end chains as a framework to investigate the treatment of	The objective of this research is to address the following question: 1. Which employer attributes, employee benefits and perceived value have been addressed in the study of employer brand attractiveness?	The research proposes an employee-centered framework based on customer-centric principles. This framework clarifies the concepts of attributes, benefits, and value in building appealing employer brands, establishing	The research has taken a new approach to the concept of employer brand by focusing on employees' needs and preferences, which can guide organizations in developing strategies to attract and retain top talent.

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No	Title and Source	Purpose	Methodology	Research Question	Conclusion	Result
	Journal of Product and Brand Management, 2018	to create better policies for attracting talent.	employer attributes, employee benefits, and perceived value in previous research and the correlation observed between these three factors.	2. What relationship has the literature established among these sets of variables?	a hierarchy among them, and suggests exploring the various connections between attributes and benefits.	
6	Effectiveness of employer branding on staff retention and compensation expectations

Mouton, Hugo

South African Journal of Economic | In today's challenging economic climate, businesses must balance attracting and retaining high-performing employees while managing costs. Employee branding can be utilized as a | The study was conducted with the participation of five South African insurers. The hypotheses were tested using correlational tests and analysis of variance. | These are the following research question considered in the study:
1. Are compensation expectations less for companies with a good employer brand? | Based on the research, it was found that there is a correlation between a positive perception of employer branding and higher staff retention rates, as well as lower compensation expectations. The | The research offers a practical approach for executing a successful employer branding strategy through the employer branding control cycle, which takes into account the design, implementation, and |

No	Title and Source	Purpose	Methodology	Research Question	Conclusion	Result
	and Management Sciences, 2019	management tool to retain staff and lower compensation expectations to achieve this.		2. Can employer branding reduce staff turnover rate? 3. What is the impact of the demographic on employer branding? 4. Are employer branding efforts recognized and acknowledged by employees from different companies?	study also showed potential trends in age and total years at an employer, but these demographic factors were not found significant.	monitoring phases of the strategy.
7	Employer branding: design and development of a scale	The objective of this research is to create, build, and authenticate tool that assesses employer	The study used a systematic approach to identify the main factors of employer branding through a	What factors are important for assessing employer branding based on	The study identified seven important factors for employer branding: career development,	Research shows that a strong employer brand encourages employees to have positive attitudes and

No	Title and Source	Purpose	Methodology	Research Question	Conclusion	Result
	Nanjundeswaraswamy, T.S.; Bharath, Sindu; Nagesh, P.

Journal of Economic and Administrative Sciences, 2022 | branding on the perceptions of current employees. | structured questionnaire completed by 423 employees using statistical software. They ensured validity through multiple tests, including SEM and AMOS. | current employee's perceptions? | compensation, social responsibility, training, work environment, culture, and work-life balance. The proposed model has a high degree of explanatory power and is statistically reliable. | behaviors towards their job. To accurately measure this, organizations need to create a specific scale for their type of business. It's important to note that IT companies face unique challenges in retaining employees due to the importance of quantity and quality of workers, brand values, internal |

No	Title and Source	Purpose	Methodology	Research Question	Conclusion	Result
						communication, and HR practices.
8	Employer Branding: Understanding Employer Attractiveness in IT Company Dabirian, Amir; Paschen, Jeannette; Kietzmann, Jan Journal IT Professional, 2019	The purpose of the study was to understand how employer branding can be used to attract and retain top talent in the IT industry	The method used was a survey for IT Professionals in the United Kingdom	The research question was: 1. What are the key factors that make an IT company an attractive employer?	Employer branding can be a valuable tool for IT companies that want to attract and retain top talent.	The key factors that attract IT talent are: 1. A strong corporate culture 2. Opportunities for Professional Development 3. Competitive salaries and benefits 4. A positive work environment 5. A strong brand reputation Employer branding is also most effective

No	Title and Source	Purpose	Methodology	Research Question	Conclusion	Result
						when it is integrated with other HR initiatives, such as talent acquisition, performance management, and employee engagement.
9	Generation Z's Employer Branding and Their Correlation to The Intention to Apply for a Company Islamiaty, Muthya; Arief, Neneng N.; Ariyanto, Khrisna	The main objective of this research is to develop a framework for employer branding that caters to Generation Z and can be correlated to a specific company in Indonesia.	The dimensions of employer branding were examined using Exploratory Factor Analysis (EFA) with 53 respondents, and theory testing was done through Covariance-Based Structural Equation	What are the dimensions of employer branding that appeal to Generation Z?	The dimensions of employer branding that appeal to Generation Z include economic, social, working culture, environmental, and sustainability values.	The result suggests that economic and social values are the most significant factors that appeal to Generation Z when considering job applications. However, it is important to

No	Title and Source	Purpose	Methodology	Research Question	Conclusion	Result
	Faculty of Management, Academy of Economic Studies, Bucharest, Romania, vol. 7(2), 2022		Modelling (CB-SEM) with 220 participants.			consider demographic and pandemic factors that may have impact these results, particularly in developing countries.
10	Employer Branding and Talent Management in the Digital Age Mihalcea, Alina Management Dynamics in the	The purpose of this study is to explore the relationship between employer branding and talent management in digital age. The author wants to understand how employers can use	The research uses qualitative research approach, conducting interviews with 15 human resources professionals from a variety of industries. The interviews were transcribed and	The research question that guided the study was: How can employer branding be used to attract and retain top talent in the digital age?	It was concluded that employer branding can be a powerful tool for attracting and retaining top talent in the digital age. However, it must be used in conjunction with other talent	Employer branding can be used for attracting and retaining top talent in the digital age by: 1. Creating a strong brand identity 2. Communicating the current employer brand to potential

No	Title and Source	Purpose	Methodology	Research Question	Conclusion	Result
	Knowledge Economy, 2017	employer branding to attract and retain top talent in a competitive market.	analyzed using thematic analysis.		management practices, such as talent acquisition, talent development, and talent retention.	and current employees 3. Creating a positive employee experience 4. Investing in talent development 5. Providing opportunities for career development 6. Rewarding and recognizing employees

In order to fully comprehend the theoretical foundation, analysis, and methodology, Author will be utilizing the research by Rajagopalan & Rupashree (2019), Dabirian et al. (2019), and Singh (2019) as guidance and framework in this research.

Table II.2 Author's Research Description

No	Title and Source	Purpose	Methodology	Research Question	Conclusion	Result
1	Designing a Performance Management Strategy to Retain Employees in an IT Consulting Startup Piter, Cryssa A.E.; Arief, Neneng N.	The purpose of this research is to find elements that affected employee performance and propose performance management strategies based on the EVP.	The method used in this research are qualitative research by collecting data from interviews as the primary data. The secondary data will be provided through literature reviews.	In order to achieve the objectives, the research questions are: 1. What are the factors that affecting employee's performance in Plabs? 2. What is the performance management strategy that can be employed in Plabs to improve employee retention that aligns with its EVP?	On progress	On progress

II.1.2 Employee Retention

In today's business landscape, employee retention is a critical challenge many companies face. Losing valuable employees can be a significant setback to the companies, especially considering the resources and time invested in their recruitment, training, and development. As such, companies are constantly seeking ways to develop effective retention strategies to help employees engaged, motivated, and committed to the company's vision and mission.

There are many different reasons why employees may decide to leave their companies, including experiencing job-related stress, encountering various stressors, feeling a lack of commitment to the organization, and experiencing job dissatisfaction (Lucy et al., 2004). Companies with satisfied employees are likely to experience higher retention rates, as this can result in increased engagement and commitment toward the company. Therefore, effectively managing employee retention has emerged as a significant driver of competitive advantage (Vlad, 2008).

Omer et al. (2015) proposed that efficient communication is vital to achieving this goal, with leadership in personal, group, organizational, and intercultural, to maintain a healthy work culture. Sinha & Sinha (2012) add that effective communication enhances an employee's identification with the company and fosters an atmosphere of honesty and reliability.

Many studies have concluded that providing compensation and rewards is an effective way to retain employees. Such compensation can take many forms, including financial benefits like salaries, pensions, insurance, and bonuses or indirect benefits like meals, clothing, or additional vacation days (Bansal, 2014). Another study by Hong et al., (2012) also found that a lack of proper compensation planning can

negatively impact the work environment. Thus, it is crucial for organizations to carefully consider their compensation and reward strategies to ensure employee satisfaction and retention.

When employees receive job-related training, they experience a boost in their problem-solving abilities. Moreover, such training can increase their confidence and motivation levels, enhancing their commitment to their job (Hong et al., 2012). This sense of commitment, in turn, positively impact employee retention rates. Training and development programs serve as a motivational tool that fosters a stronger sense of loyalty and dedication to the company among its employees (Cloutier et al., 2015).

Assessing individual performance through performance appraisal is an essential link between management and employees, ultimately contributing to organization's overall success. A well-executed performance appraisal can increase employee satisfaction, motivation, and commitment (Hong et al., 2012). Effective performance appraisal benefit companies by monitoring employee performance and providing individual opportunities to improve their weakness (Mehta et al., 2014). Moreover, a positive performance appraisal can lead to a stronger employee-supervisor relationship and a more positive work environment.

II.1.3 Employee Retention Strategies and Organizational Performance

The concept of organizational performance is centered around the idea of successfully transforming inputs into outputs to achieve specific outcomes. As such, companies must place a great importance on implementing effective retention strategies to inspire employees, if they want to enhance their performance (Singh, 2019). However, achieving optimal performance can be challenging due to several factors that hold worker's capability to perform well. These factors include an employee's personal concerns, societal ideals, job situation, and past experiences, all

of which can negatively impact motivation. Motivation is a complex process that involves anticipating, initiating, and achieving gold-directed activities (DiBenedetto & Schunk, 2020). Therefore, enhancing employee motivation is crucial for improving organizational performance, and it requires a thorough understanding of the complexities involved.

According to Singh (2019), factors such as employee involvement in decision-making, organizational reputation, opportunities for advancement, provision of incentives, and job expansion can all serve as motivating variables that encourage employees to work towards achieving organizational goals.

1. Involvement in Decision-Making

   Hematifar and Bali (2018) proposed that involving employees in organizational decision-making can enhance their motivation and performance. This can create a sense of ownership and engagement among employees in their daily tasks.

2. Organizational Reputation

   An important aspect that motivates employees to stay loyal to a company is the reputation it holds. Employee performance is directly linked to a companies' reputation, which is built on the performance of its employees and their job satisfaction. Empirical evidence suggests that there is a positive correlation between the reputation of a company and employee performance (Clardy, 2005).

3. Opportunities for Advancement

   Employees are motivated to perform better when they have promotional opportunities within the company. Additionally, an active salary enhancement program is important, and providing a pay raise to high-performing employees outside of the regular cycle can serve a strong motivator (Igbinoba et al. , 2022).

4. Provision of Incentives

In order to encourage employees to perform at their best, companies often use compensation policies as incentives. These policies are designed to attract and retain top-performing employees and promote behaviors that align with company's objectives (Igbinoba et al. , 2022).

5. Job Expansion

Employees can experience job expansion when they are given the opportunity to take on tasks with greater difficulty and responsibilities, even if they are at the same level. This can lead to a sense of importance and motivation to work towards achieving organizational goals, as they are able to use their abilities in new ways and make decisions with more autonomy (Igbinoba et al. , 2022).

II.1.4 Performance Management Strategy

Achieving a great performance requires a systematic approach that begins with defining the organization's mission, strategy, and objectives. It's critical to identify the essential success factors and key performance indicators to achieve strategic performance management (De Waal, 2017). This process involves making goals and target measurable, which allows for tracking progress and taking appropiate corrective or preventive actions. The organization's success depends on achieving these goals and targets, and careful planning and monitoring are necessary to drive it towards success.

To create a culture of success through performance-driven behavior, it's important to have a systematic approach to a strategic performance management. This approach contains of multiple sub-processes, including strategy development, budgeting/target setting, execution/forecasting, performance measurement, performance review, and incentive compensation (Figure II.1), all of which to work together to achieve organizational goals (De Waal, 2017).
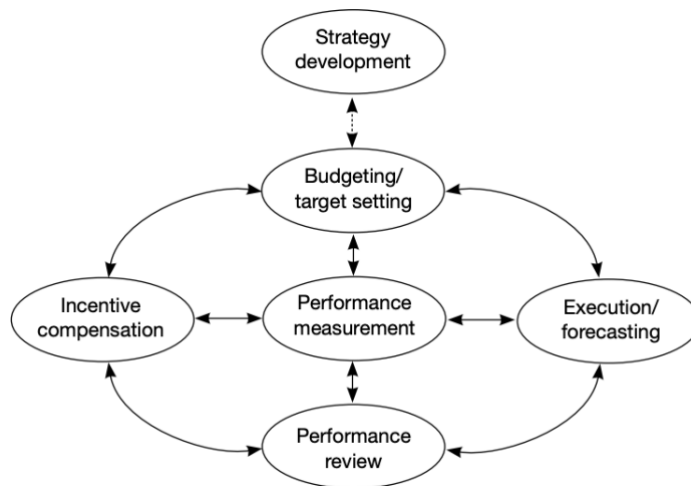
Figure II.1 The Sub-Process of Strategic Performance Management
Source: (De Waal, 2017)

1. Strategy Development

   To achieve a measurable performance improvement, it is crucial to have a clear strategy development process that results in specific strategic objectives and action plans. This process should be based on a comprehensive understanding of the key value drivers that aim to attain competitive edge. Some organization struggle with the strategy development process due to an insufficient focus on strategic planning and poor quality of strategic targets.

2. Budgeting/Target Setting

   It is important to establish a budget or target setting process that generates specific action plans to improve key value drivers, allocate resources, and set financial objectives for the upcoming year. Organizations often face challenges in improving this process due to unreliable budget data and overly detailed budget levels.

3. Execution/Forcasting

   It is important for organizations to regularly execute and forecast its activities to ensure that they are on track to achieve its desired results. By making regular forecasts, organizations can predict potential issues and take corrective or preventive actions as needed. One commong challenge that drives organizations to improve their

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execution and forecasting process is the lack of systematic tracking and evaluation of their activities and actions.

4. Performance Measurement

Organization's can improve its performance measurement process by collecting, processing, and distributing data and information systematically. This allows for effective execution of sub-processes, represented as critical success factors (CSFs) and key performance indicators (KPIs). A common issue that motivates organization to improve their performance measurement process is the poor of quality management information and reports.

5. Performance Review

To ensure a company to stay on track, it is important to periodically review actual performance, targets, and forecasts. This helps to identify any issues that require a timely preventive or corrective action. Organizations often aim to improve their performance review due to poor forecasting quality and untimely performance reviews.

6. Incentive Compensation

The compensation and benefits policies are connected to the strategic and operational actions for key value drivers in balanced mannger through this process. The incentive compensation sub-process is often improved by organizations due to its lack of alignment with other sub-processess, resulting in inadequate rewards for performance-driven behavior from members of organization.

II.2 Conceptual Framework

Establishing a clear and concise conceptual framework is essential when conducting research. By identifying and outlining the key concepts, variables, and relationships involved in the research, the conceptual framework will help to generate new insights based on the topic. Beforehand, Author first defined the business issue for the research by interviewing with Human Resource Director in Plabs. It gives a glimpse

explanation of the as-is and to-be condition in the company. It was concluded that the company needs a performance management strategy to help retain its employees.

To get a deeper understanding on the current situation of the company from another perspective, Author will conduct interview with the existing employees. The interview will center around the value propositions for employer branding based on the research conducted by Dabirian et al. (2019). These values are further reduced into five values, namely economic, development, social, work, and employer reputation, focusing on retaining existing employees based on the variables that encourage employees to work towards achieving organizational goals (Singh, 2019). In order to create the performance management strategy, author uses the strategic performance management framework by De Waal (2017) in this research. The conceptual framework can be futher seen in Figure II.2.
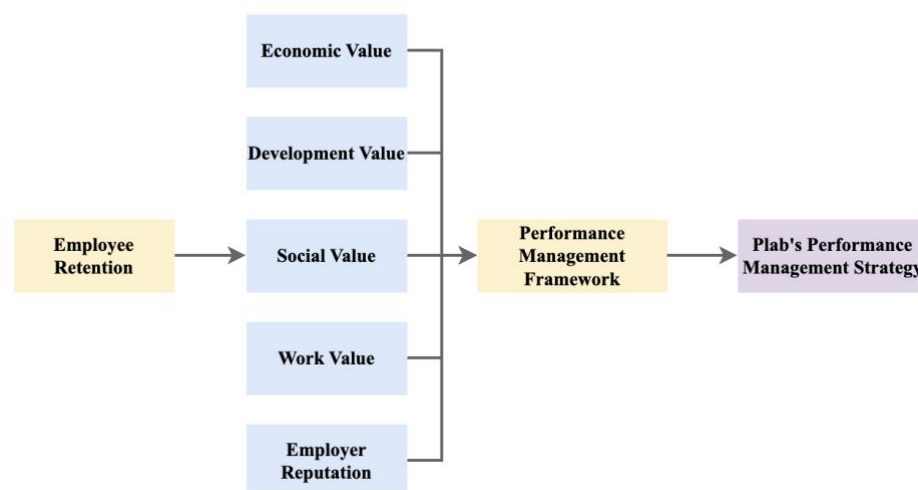
Figure II.2 Conceptual Framework
Source: (Author, 2023)

To conduct a comprehensive analysis of performance within the company, it is essential to identify the factors that affect it. Rajagopalan and Rupashree (2019) previous research is used to guide this analysis, which focus on the employer branding values. Additionally, Singh's

(2019) research on employee motivation is also used to identify the key points that drive employee's performance. Hence, the questions for the interview will based on the values in Table II.3

Table II.3 List of Factors for Questionnaire

No	Values	Points	Source
1	Economic Value	Salary and compensation based on competency	Agarwal & Bhargava (2009)
		Rewards and recognition for exceptional performance exceeding expectations	Maxwell & Knox, (2009)
		Access to benefits and perks for all employees	
		Healthcare benefits	Agarwal & Bhargava (2009)
2	Development Value	Career growth opportunities	Hughes & Rog, (2008)
		Empowerement to take decisions	Tumasjan et al., (2011)
		Opportunities to develop new skills through training	Agarwal & Bhargava (2009)
		Opportunities to apply what was learnt	Berthon et al., (2005)
3	Social Value	Culture of supportive and encouraging colleagues	Agarwal & Bhargava (2009), Berthon et al., (2005)
		Treating people with respect and trust	Hughes & Rog, (2008)
		Culture of supportive leadership	Montgomery & Ramus (2011)

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No	Values	Points	Source
		Work-life balance	Agarwal & Bhargava (2009)
4	Work Value	Periodic performance on feedback	
		Flexible work schedule	
		Adequate resource to perform on the job	
		Role clarity	Bhatnagar (2007)
5	Employer reputation/ Brand Image	Organization's reputation on being ethical	Srivastava & Bhatnagar (2008)
		Competent and fair leadership	Kennedy & Daim (2010)

II.2.1 Economic Value

Economic value takes into account more than just base salary. Beyond wages, employees often receive a range of benefits and perks that add value to their overall compensation packages. These may include healthcare coverage, dental plans, paid time off, and even unique perks like free meals, and more (Dabirian et al., 2019).

II.2.2 Development Value

Development values consider the potential for both lateral and vertical career growth, as well as the availability of professional development opportunities (Dabirian et al., 2019). These values reflect a company's investment in its employees' long-term success and can significantly impact an individual career's path. Lateral growth opportunities may include exposure to different departments or projects, while vertical growth opportunities involve promotions or upward career advancement. Professional development opportunities may include training, mentoring, or access to industry conferences and events. Evaluating these values can provide insight into the potential career advancement and overall job satisfaction.

II.2.3 Social Value

Social values include not only the opportunity to work with talented colleagues, but also team-oriented approach to problem-solving and a culture that prioritizes the well-being and success of its employees (Dabirian et al., 2019). These factors can greatly impact an individual's job satisfaction and long-term career path. By prioritizing a company's emphasis on social value, employees can ensure that they are working on environment that aligns with their personal and professional goals.

II.2.4 Work Value

According to work values, it is important for employees to maintain a sense of balance between their work-related commitments and non-work-related obligations (Dabirian et al., 2019). They highly appreciate the concept of "flexible working hours", as it allows them to effectively manage their schedules and meet both their personal and professional responsibilities. The ability to have a flexible work schedule not only enhances their work-life balance, but also contributes to their overall well-being and job satisfaction.

II.2.5 Employer Reputation/Brand Image

Employees have become increasingly interested in a company's brand image as a determining factor in the evaluation for potential employers (Dabirian et al., 2019). While brand identity is an image a company intends to project, brand image is how it is perceived by its target audience, specifically its employees in this case. The concept of brand image in this context refers to how employees view the company's brand as an employer, encompassing factors such as work culture, values, and reputation.

Chapter III Research Methodology

III.1 Research Design

Research design is a comprehensive strategy for linking theoretical research to practical and achievable empirical research. It's a systematic process that guides the research method employed (Creswell, 2014). Prior to collecting and analyzing data, researchers follow a step-by-step process known as research design to ensure validity and achieve their research objectives (Asenahabi, 2019). Research design aims to convert research problems into data for analysis and provide relevant answers to research questions.

Research design determines the necessary types of analysis, specifies required data, outlines data collection and analysis methods, and clarifies how the research question will be addressed. The three categories of research design are quantitative, qualitative, and mixed methods. Based on the explanation, the research design that will be used in this research can be seen in Figure III.1 below.
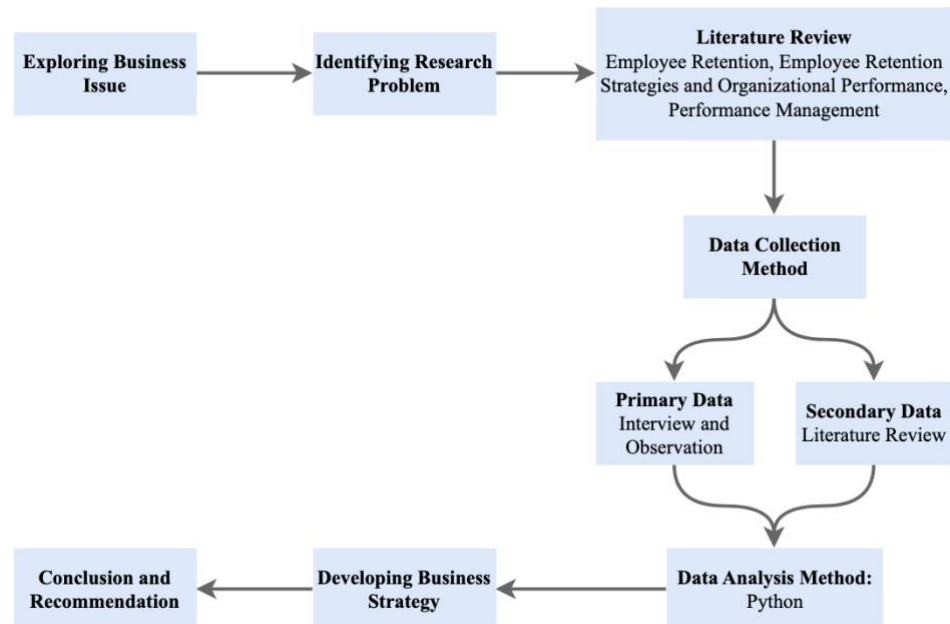
Figure III.1 Research Design
Source: (Author, 2023)

In the process of exploring business issues at Plabs, the first step involved conducting an interview with the Human Resource Director. The objective of the interview was to gain a comprehensive understanding of the company's current state. The the interview's outcomes revealed that Plabs is currently facing challenges in finding an effective performance management strategy, primarily due to its project-based work system. The company's primary objective is to retain its current employees to avoid additional recruitment costs.

To develop a performance management strategy that is both effective and appropiate for Plabs, it is essential to identify the factors that are critical in retaining employees, especially in the context of performance management. It is, therefore, necessary to conduct a detailed analysis of driving factors that can influence employee performance within the company. Since this research will be qualitative, data will be gathered through open-ended questions directed toward employees at Plabs.

III.2 Data Collection Method

In order to gain a comprehensive understanding of the various factors that can affect employee performance, Author has developed a research design that will involve collecting both primary and secondary data. By combining these two approaches, Author aims to develop a better understanding of the key factors that can influence employee performance and provide valuable insights and recommendations for Plabs on how to improve their performance management and employer branding going forward.

III.2.1 Primary Data

To gather primary data, Author will conduct interviews with employees in Plabs, which will provide valuable insights into their experiences and perceptions of the company's management strategies and employer branding efforts. The participants chosen are based on quota sampling.

Quota sampling is a widely used non-probability sampling technique that involves selecting a specific number of units from different sub-populations to ensure that the final sample of respondents is accurately representative (Iliyasu & Etikan, 2021). Quota sampling aims to create a sample that is representative enough to enable subgroup analysis. This approach is effective in ensuring that the final sample is not biased towards any particular group and provides a better understanding of the population being studied.

In this research, Author will interview a total eight respondents from three different levels in the company. Since the work system is project-based, Plabs' employees can be categorized into Executive Board, Lead, and Staff. The interview will be conducted in Bahasa through the questions explained in the table below.

Table III.1 Interview Questions

No	Values	Questions	Source
1	General Information	What is your current position in Plabs?	Author
		How long have you been working in Plabs?	
		How is your experience working in Plabs?	
2	Economic Value	What do you think about the current salary system in Plabs?	Agarwal & Bhargava (2009)
		How is the current reward system in Plabs?	Maxwell & Knox, (2009)
		What are the perks and benefits that Plab provides?	

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3	Development Value	How does Plabs support employees' personal career growth?	Hughes & Rog, (2008)
		Does Plabs empower its employees in decision-making and freedom of speech?	Tumasjan et al., (2011)
		Does Plabs provide learning and development for its employees? How does it work?	Agarwal & Bhargava (2009), Berthon et al., (2005)
4	Social Value	What do you think about the work culture in Plabs?	Agarwal & Bhargava (2009), Berthon et al., (2005)
		Does Plabs foster a collaborative environment?	Montgomery & Ramus (2011)
5	Work Value	How does Plabs manage its employee's performance?	Agarwal & Bhargava (2009)
		How does the feedback system in Plabs work?	
		Do you have a clear job description? Can you explain how your work contributes to the company's success?	Bhatnagar (2007)
		How is the working system in Plabs?	Agarwal & Bhargava (2009)

| 6 | Brand Image | How are Plabs' values implemented in everyday work? | Srivastava & Bhatnagar (2008) |
| | | What do you think about the leadership in Plabs? | Kennedy & Daim (2010) |

III.2.2 Secondary Data

By reviewing academic journals, industry publications, and other relevant sources of information, Author will gain a better understanding of the current state of research on performance management and employee retention. This will enable Author to indentify gaps in the exisitng literature and to develop research framework that addresses these gaps. By gathering secondary data from a wide range of sources to ensure a thorough and well-rounded analysis. This will help Author's understanding of best practices in performance management and employer branding and provide valuable insights for companies looking to improve its strategies in this area.

III.3   Data Analysis Method

After conducting interviews with a few groups of employees in Plabs, the collected data will be subjected to thorough analysis in order to extract valuable insights regarding performance management and employer branding. To accomplish this, a popular and effective technique known as TF-IDF will be utilized, using the programming language Python to execute the analysis.
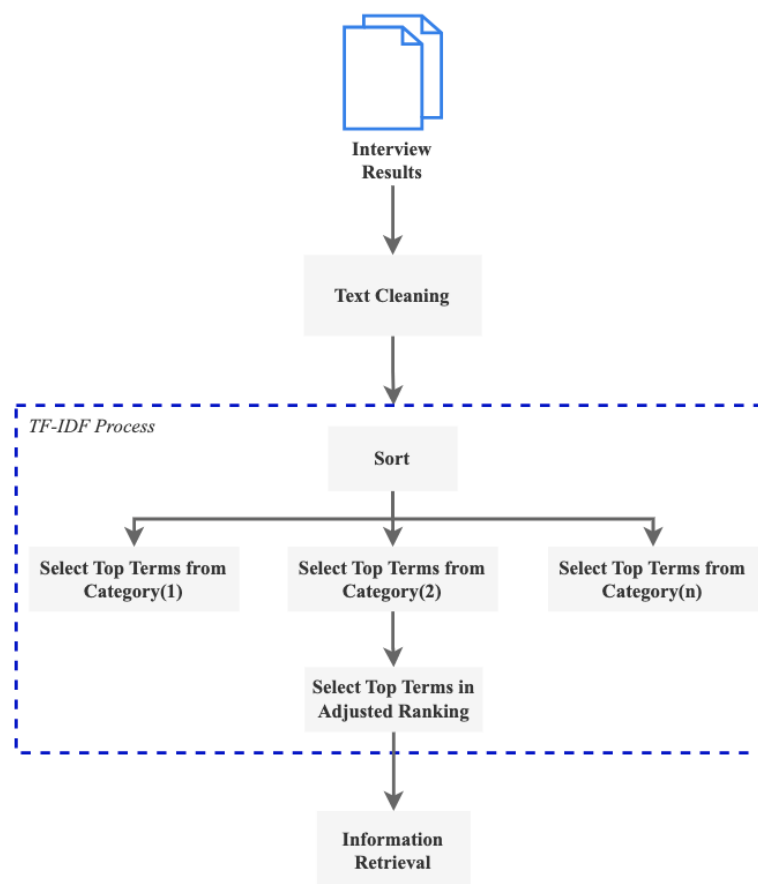
Figure III.2 Data Analysis using TF-IDF
Source: (Author, 2023)

The TF-IDF algorithm is widely used technique for selecting features in text information processing. It consists of two components: term frequency (TF) and inverse document frequency (IDF). Term frequency refers to how often a term appears within a given set of text, while inverse document frequency measures the overall importance of a term while also taking into account its frequency of appearance across the entire data set (Zhiliang et al., 2019). In other words, words that appear frequently within a specific text carry a greater significance, but this significance is inversely proportional to their frequency across the entire text document. TF-IDF is a powerful tool for extracting meaningful features from text data, and its use is widespread in various applications such as natural language processing (NLP) and information retrieval. The illustration for TF-IDF process can be seen in the Figure III.2 above.

Chapter IV Results and Discussion

IV.1 Analysis

In the following section, Author presents the analysis of the data, which was obtained through interviews of eight individuals holding different positions in Plabs. The aim was to gain valuable insights by assessing the company's current state and identify areas for improvement regarding performance management practices. The analysis is centered around the five employer branding values from the designed questions. The employees' general information from the interview is presented in Table IV.1.

Table IV.1 Employees' General Information

No	Informant	Experience (years)	Position
1	AJ	3	Creative Director
2	FM	4	Technology Lead
3	GF	2	Chief Technology Officer
4	GR	4	Software Engineer
5	HF	3	Technology Lead
6	MD	2	Software Engineer
7	SA	3	Managing Director
8	ZM	3	UI/UX Designer

IV.1.1 Economic Value

When assessing an employee's overall compensation, it is crucial to consider their base salary and additional perks and incentives that come with the position. During the interview, it became clear that Plabs offer a variety of economic benefits, including a base salary, monthly bonuses, complimentary lunches, health insurance, and free courses. The volume of work determines the monthly bonus an employee completes within a given month, with larger workloads resulting in higher bonuses. However, each project has its budget for bonus allocation, ensuring that rewards are distributed fairly and according to the available resources.

In order to identify the critical factors in economic values according to the employees' feedback, Author utilized TF-IDF analysis using Python. The analysis allows the determination of the relevance or importance of a term based on its TF-IDF score. As a term becomes less relevant, its TF-IDF score will decrease and eventually approach zero, indicating that it is no longer a significant factor in the analysis (Qaiser & Ali, 2018). The result is presented in Table IV.2 and Figure IV.1.

Table IV.2 Top 5 Economic Value Terms based on the TF-IDF Scores

Terms	TF-IDF Score
Salary	1.718720
Project	1.630484
Bonus	1.581027
Rewards	0.631683
Calculation	0.512031

Figure IV.1 Economic Value Terms Mentioned During the Interview

The top three factors regarding economic values according to employees, are salary, project, and bonus. It was found that the project calculation plays a significant role in determining the salary and bonus employees receive, highlighting its importance in the overall economic value equation. When asked about the support provided by the company, most

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employees expressed their satisfaction with the free courses offered to help them improve their skills and knowledge, which they found very useful in their work on the project.

Another important factor that Author found was transparency. The majority of employees expressed dissatisfaction with the current salary system, citing a lack of transparency as the main issue. Specifically, many employees were confused about how bonuses are calculated and felt that is solely based on qualitative judgement. Overall, company needs to address these concerns and strive for greater transparency and fairness in compensation practices.

IV.1.2 Development Value

During the interview, it was discovered that Plabs places a high value on investing in the growth and development of its employees, which sends a clear message about the company's dedication to long-term success. This effort significantly impacts an individual's career path by providing them with necessary skills and tools to excel. Plabs provide multiple platforms for its employees to grow, which was identified as a crucial factor for development by its employees. To analyze the importance of each factor, TF-IDF was used, which reflects the significance of a term. As a term becomes less relevant, its TF-IDF scores decrease and eventually approach zero, indicating that it is no longer a significant factor in the analysis. The result of the interview is presented in Table IV.3 and Figure IV.2.

Table IV.3 Top 5 Development Value Terms based on the TF-IDF
Scores

Terms	TF-IDF Score
Courses	0.956379
Training	0.829187
Project	0.808030
Tech	0.755282
Skills	0.635197

Figure IV.2 Development Value Terms Mentioned during the Interview

After conducted interviews with the employees, it was revealed that the significant factors, regarding development, at Plabs are courses, training, and project. Many employees appreciate the variety of projects available at Plabs, which enables them to broaden their knowledge and skills. It also has been observed that most employees find this approach to be both engaging and rewarding, as they got to work on projects that align with their interests and aspirations. Moreover, in case an obstacle arises during the project, Plabs provides its employees all the necessary resources to overcome it. These resources include free courses, online classess, and peer sharing sessions, which help employees to acquire new skills and knowledge while working on their projects.

Apart from the formal development, Plabs also values the opinions of its employees. The company believes that every voice matters and encourage its employees to freely express their thoughts and ideas, without any fear of judgement. This approach has led to a more inclusive and collaborative work environment, where everyone's ideas are valued and considered. By prioritizing employee development, it demonstrates a commitment to creating a positive and supportive work environment, fostering a culture of growth and innovation, which ultimately drives the company's success.

However, some employees have noted that the current development program at Plabs could benefit from a better balance between technology and non-technology teams. While the company has made significant step in promoting technology-based projects, it is equally important to provide equal opportunities to non-technology teams. This could be achieved by defining a clear KPIs for employees to achieve, which would enable them to contribute more effectively to the organization's overall growth and development.

IV.1.3 Social Value

Aside from the opportunity to work alongside skilled colleagues, the social values within the company entail a collective approach towards addressing challenges and a mindset that prioritizes the well-being and success of its employees. During the interview, the employees emphasized the strong sense of community that exists in their workplace, which they refer as "budaya kekeluargaan". This shared culture encourages teamwork and collaboration in all aspects of daily tasks, creating an environment that is both supportive and fulfilling to work in. The close-knit culture of the team also fosters an atmosphere of cooperation and mutual respect, which in turn has a positive impact in overall productivity and morale of the organization.

Table IV.4 Social Value Terms based on the TF-IDF Scores

Terms	TF-IDF Score
Collaboration	0.944093
Support	0.778695
Workload	0.698358
Management	0.654627
Dynamic	0.630767

Figure IV.3 Social Value Terms Mentioned during the Interview

Based on the data presented in Table IV.4 and Figure IV.3, it was found that the significant factors are centered around collaboration, support, and workload. During the interview process, many employees noted that the heavy workload encouraged collaboration amongst team members, which was further supported by daily meetings to discuss the progress of ongoing projects. In addition, the company's dynamic culture prioritizes communcation values, allowing for open communication and teamwork.

Despite the positive aspects of the company's culture, it was discovered that the close-knit nature of the organization has resulted in an imbalance in the workload among the employees, ultimately affecting their work-life balance. It is important for the company to address this issue promptly to ensure that is employees can maintain a healthy balance between their personal and professional lives. Ultimately, prioritizing the

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well-being of employees is essential for maintaining a positive company culture and retaining top talent.

IV.1.4 Work Value

During the interview conducted in Plabs, it was revealed that the company places a great deal in maintaining a healthy balance between personal and professional responsibilities. As such, each employee is tasked with multiple projects to work on, with project distribution being based on their individual skill sets, capabilities, and the requirement of each project. The workload of each employee is also evaluated based on their level of experience, with more experienced employees typically handling more demanding projects.

The mapping system of these projects is determined by executive board, who make informed decision based on the data they have collected. An employee's capability to complete their assigned projects on time and produce high-quality work is considered a key factor in their performance evaluation, with those who consistently meet or exceed expectations being recognized as top achievers, resulted in higher bonus. However, the evaluation process is primarily based on qualitative judgement, which means there may be some subjectivity involved.

Table IV.5 Work Value Terms based on the TF-IDF Scores

Terms	TF-IDF Score
Project	2.725620
Feedback	0.637127
Workload	0.621500
Management	0.530340
Individual	0.527885

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Figure IV.4 Work Value Terms Mentioned during the Interview

Based on the findings in Table IV.5 and Figure IV.4, it appears that there are several keys factor that significantly impact the work values of Plabs' employees. These factors include project, feedback, and workload. During the interview process, it became clear that the heavy workload experienced by some employees can be quite burdensome, leading to demotivation and decreased productivity. Furthermore, the performance management at Plabs could benefit from more clearly defined targets and Key Performance Indicators (KPIs) to enable employees to reflect upon their performance better.

Apart from this, employees expressed a need for more informal forms of recognition and appreciation, as they often feel undervalued between projects. Although bonuses are appreciated, many employees would prefer more frequent expressions of gratitude and reflection during the process. Moreover, feedback is another area that requires improvement. Currently, feedback is occassional and primarily focused on projects rather than personal development. Employees feel regular feedback would be beneficial in reflecting on past project experience and measuring process.

It also has become clear that Plabs' work management, specifically project documentation, requires improvement to enhance collaboration.

While the current working system is WFO, there is an ongoing discussion about transitioning to hybrid working environment. This change might help streamline work processes and facilitated better collaboration between employees, leading to improved productivity and business outcomes.

IV.1.5 Brand Image Value

In the current landscape of job market, job seekers are becoming more particular when it comes to analyzing prospective employees. One of the major determinants of a company's appeal to potential employees lies in the strength of its brand image. As per the findings in Plabs, it is significantly influenced by three elements: leadership, work, and project. Plabs has a close-knit culture that encourages teamwork and collaboration, allowing for easier communication.

Table IV.6 Brand Image Value Terms based on the TF-IDF Scores

Terms	TF-IDF Score
Leadership	0.888755
Work	0.813748
Project	0.720091
Prioritizing	0.634197
Support	0.627071

Figure IV.5 Brand Image Value Terms Mentioned during the Interview

Based on Table IV.6 and Figure IV.5, it becomes clear that Plabs consistently delivers work of exceptional quality and displays a deep passion for their projects. Nevertheless, there seems to be a gap in leadership that could benefit from improvement. While the current leader is young, they may lack of the necessary experience and knowledge to provide consistent direction to the team. As a result, there may be some inconsistencies in the team's approach to the project, which could potentially lead to inefficiencies. It may be benefial to invest in additional training and support for the current leader. By providing them the necessary resource to grow and develop their skills, to fill the leadership gap.

IV.2   Business Solution

After a thorough analysis, Author has come up with three key recommendations for performance management strategy in Plabs. These recommendations are based on a comprehensive understanding of the company's needs and objectives, also benchmarking to industry best practices.

1. *Developing performance objectives that align with the company's overall goals and priorities.*

    After conducting the interview, it was discovered that Plabs currently lacks a consistent set of Key Performance Indicators (KPIs) for assessing performance in a quantitative manner. For performance measurement stage, in order to build a foundation for performance management, it is essential to be transparent about your expectations for employees and provide clear guidance on how their work contributes to the overall goals of organization. Below are some recommendations of KPIs for assessing performance of each employee. The KPIs development process can be seen in Figure IV.6.

a. Utilization rate

- One way to measure employee's productivity and efficiency by determining the percentage of billable hours that they have worked out of their total available working hours.

- To ensure efficient project management, it is recommended to calculate utilization targets for all project resources and limit their number of active projects for those whose percentage of billable hours worked falls below 80%.

- This approach helps to reduce the likelihood of costly delays and errors that may arise when resources work above their utilization target (Moore, 2019).

$$Utilization\ Rate = \frac{Total\ Billable\ Hours}{Total\ Available\ Hours}\ x\ 100\%$$

b. Project and Non-Project contribution

- Project contribution metric is used to measure employee's effectiveness in delivering successful project. It considers the accuracy of work, the ability to meet the deadline, and overall contribution to the project's success. It can be measured by the number of completed projects within a specified timeframe.

- Non-Project contribution metric is used to measure employee's contribution other than the assigned project. It takes into account the ability to secure new projects or participation for non-project activities. It can be determined by the number of completed activities within a set timeframe.

- The aim is to identify top performers and enhance the performance of those who may be struggling.

c. Learning and Development completion

- In order to ensure that all employees have the same chance to learn and grow their skillset, the learning and development metric needs to be calculated.

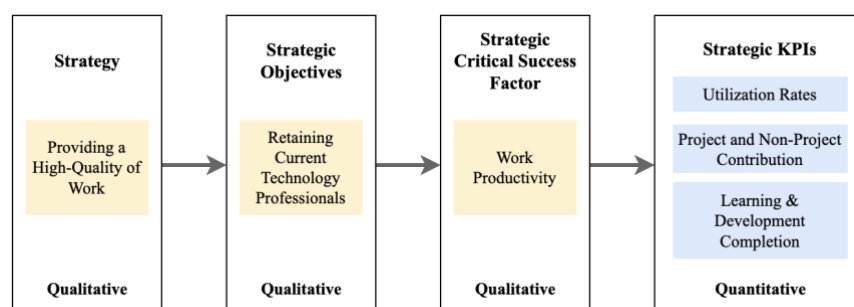- It can be measured through number of completed courses or attended classes within a specified timeframe.

Figure IV.6 KPIs Development Process
Source: (Author based on De Waal, 2017)

By establishing a clear connection between individual employee goals and the organization's overall priorities, employees can remain motivated, engaged, and focused on achieving shared objectives. This approach helps employees understand their contribution towards the company's success, ultimately driving performance results that positively impact the bottom line.

2. *Creating levels of compensation*

In incentive compensation stage, to ensure a meaningful differentiation of compensation among low, middle, and high performers, it is important to have a clear view of each person's performance. Based on Deloitte's Performance Management Framework, team leaders will be asked about their future actions to each team members in order to see performance in individual level (Buckingham & Goodall, 2015). While it is possible for people to rate others' skills inconsistently, they are highly consistent when it

comes to rating their own feelings and intentions. This approach allows for fair recognition and compensation based on each person's actual performance. Below are the questions that were asked to the team leaders:

1. "*Given what I know of this person's performance, and if it were my money, I would award this person the highest possible compensation increases and bonus*". The evaluation assesses the individual's performance and contribution to the company using a five-point scale ranging from "strongly agree" to "strongly disagree."

2. "*Given what I know of this person's performance, I would always want him or her on my team*". The evaluation assesses the individual's capacity to collaborate effectively with others using a five-point scale ranging from "strongly agree" to "strongly disagree."

3. "*This person is at risk for low performance*". It aims to determining potential issue that could negatively impact the client or team through a "yes" or "no" answer.

4. "*This person is ready for promotion today*". It aims to assess the readiness for promotion through a "yes" or "no" answer.

By implementing the Deloitte performance management framework, Plabs can effectively evaluate the performance of their employees in more objective manner. The framework can be tailored to meet the specific needs of the company, with each employee's performance being measured against predetermined objectives. This allows for fair and accurate assessment of the employees' contribution to the company and provides valuable insights regarding levels of compensation.

3. *Emphasizing the importance of regularly providing feedback and having ongoing discussion about employee development.*

To ensure success in Plab's project-based work system, it is crucial for team leaders to have a regular brief conversation with their team members either monthly basis or at the end of each project. Effective team leadership involves conducting frequent check-ins with team members to discuss upcoming tasks, establish expectations, review recent work, and provide guidance or updated information (Buckingham & Goodall, 2015). These constructive discussions promote clarity regarding the expected contributions of each team member how superior work is defined, and how to perform optimally in the days ahead. These essential aspects of purpose, expectations, and strengths are fundamental to the success of any team.

Table IV.7 Performance Management Strategy: Previous vs. Proposed

Previous Strategy	Proposed Strategy
Performance management relies heavily on subjective evaluations rather than quantiative metrics.	Developing performance objectives that align with the company's overall goals and priorities. Using utilization rate, project and non-project contribution, learning and development completion as the KPIs.
Every month, the compensation is determined through meetings of executive boards.	Creating levels of compensation to differentiate low, middle, and high performer based on performance review framework.
The feedback process is not very consistent, as it solely handled by the human resource director and not done on a regular basis.	Emphasizing the importance of regularly providing feedback and having ongoing discussion about employee development, either monthly or at the end of each project.

IV.3   Implementation Plan and Justification

The purpose of this implementation plan is to outline the steps that will be taken to implement the enhanced performance management strategy for Plabs. This strategy is designed to improve employee performance and alignment with the company's overall goals and priorities.

Phase 1: Assessment and Development

- Conduct interviews with employees and leaders to understand their current performance management practices and pain points.
- Research industry best practices on performance management as a benchmark.
- Develop a set of KPIs for assessing employee performance, aligned with Plabs' goals and priorities.

Phase 2: Implementation

- Train leaders on the new performance management system.
- Implement the new performance management system for evaluating employee performance.
- Begin conducting regular check-ins with team members to provide feedback and discuss employee development.

Phase 3: Maintenance

- Continue to provide regular feedback and discuss employee development.
- Use the data collected from the new performance management system to identify areas that need improvement.
- Develop plans to regularly review goals throughout the year to ensure the strategies remain relevant.

Table IV.8 Proposed Implementation Plan

Key Activities	Q1			Q2			Q3			Q4		
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Phase 1: Assessment and Development	�	▪	▪	▪								
Conduct interviews with employees and managers	▪	▪										
Analyze the data collected from interviews			▪									
Develop a draft set of KPIs for assessing employee performance			▪	▪								
Phase 2: Implementation					▪	▪	▪	▪				
Train managers on the performance management framework.					▪	▪						
Implement the performance management framework for evaluating employee performance.							▪	▪				
Phase 3: Maintanance										▪	▪	▪
Conduct regular check-ins with team members										▪	▪	▪
Use the data collected to identify areas where employees need improvement										▪	▪	▪
Develop plans to help employees improve their performance										▪	▪	▪

The proposed performance management strategy will benefit Plabs in the following ways:

- It will help to align employee goals with the company's overall goals and priorities. This will ensure everyone is working towards the same objectives and that the company is making progress towards its goals.

- It will provide a more objective and fair way to assess employee performance. This will help to ensure that employees are rewarded for their contribution and that there is no bias in the performance appraisal process.

- It will help to identify areas where employees need development. This will allow company to provide employees with the resources they need to improve their performance.

- It will help improve the communication between employees and leaders. This will create a more open and collaborative work environment.

Chapter V Conclusion and Recommendation

V.1   Conclusion

The research on designing a performance management strategy for an IT consulting startup has identified significant factors that affect the performance of employees. These factors include economic factors, such as salary and compensation, which plays a crucial role in employee motivation and job satisfaction. Development factors, such as training and development opportunities, are essential for improving skillsets and enhancing their overall performance. Social factors, such as collaboration, foster a positive work environment that encourages employees to work together and achieve their goals. Work factors, such as workload and feedback, are critical for ensuring employees have the necessary resources to complete their tasks effectively. Finally, brand-image factors, such as high-quality work, are essential for maintaining the company's reputation and attracting new clients.

After conducting an assessment, it was discovered that Plabs lacks key performance indicators to evaluate employee performance, does not have a quantitative method for determining bonuses, and does not provide regular feedback. As a result, the following performance management plan has been suggested for Plabs:

1. Plabs requires systematically evaluating employee performance to measure productivity and effectiveness. One commonly used approach is establishing Key Performance Indicators (KPIs) that quantitatively measure progress toward predefined targets. The recommended KPIs include utilization rate, project, non-project contribution, and learning and development target.

2. To incentivize individual performance, Plabs can utilize the Deloitte Performance Management Framework as a benchmark, which offers a structured way to evaluate the individual's performance using more simplified ratings.

3. Regular feedback and ongoing discussions about employee development are emphasized to ensure effective team leadership. By connecting individual employee goals to the company's overall priorities, employees can remain motivated and focused on achieving shared objectives. This approach ultimately drives performance results that positively impact the bottom line and lead to organizational success.

V.2   Recommendation

Based on the research scope and limitations, the followings are the suggestions for further research:

1. Explore the effectiveness of various performance metrics beyond the recommended KPIs mentioned, such as customer satisfaction, employee retention, and innovation. Determine which metrics align best with the goals and values of IT consulting startups.

2. Assess the effectiveness of performance management systems, such as traditional annual reviews versus continuous feedback models, in IT consulting startups. Determine which approach leads to better employee performance and job satisfaction.

3. Explore the use of technology to support performance management. Technology can automate many tasks involved in performance management, such as collecting data, generating reports, and providing feedback.

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APPENDICES

Appendix A. Interview Results

Informant	AJ
Date of Interview	26 June 2023

What is your current position in Plabs?

Creative Director

How long have you been working in Plabs?

Been working at Plabs from 2021.

How is your experience working in Plabs?

Plabs has a great work environment. I want to work on a blank canvas so that there are many things that can be done and developed at this company. The challenges faced are still new in the world of technology.

What do you think about the current salary system in Plabs?

Several things need to be fixed because the expenses are pretty significant. Currently, a cost is determined for each project; employees are entitled to a basic salary and bonus every month. Monthly expenses become uncertain due to fluctuating bonuses and the absence of KPIs. Salary is determined based on each employee's workload, seen from working hours and project complexity. The complexity of the project in question is a new or large-scale project, an essential indicator in calculating salaries. So far, salary calculation is subjective because there is no standard. Salary calculation needs to be more transparent.

How is the current reward system in Plabs?

Monetary rewards in the form of money in the form of bonuses. This bonus does not have a standard calculation, so it is only subjective based on the views of the responsible Project Manager. It is better if the bonus is not given every month but quarterly or annually.

What are the perks and benefits that Plab provides?

The company provides courses to support employee learning and development needs related to projects. Each division is given a budget for purchasing courses in the form of a request given to the company for approval according to demand and technology trends. Preferably, each division has a definite budget for course purchase expenses.

How does Plabs support employees' personal career growth?

For non-tech divisions, individual development is directly supported by the Director. Each new employee is given a mentor for the tech division who helps with the learning process. Goals for each individual are only given to the tech division, which supports the development of his skills.

Does Plabs empower its employees in decision-making and freedom of speech?

Each individual is given the freedom to determine what they want to work on and is supported by Human Resources in helping to achieve these goals informally.

Does Plabs provide learning and for its employees? How does it work?

Training and development are adjusted to the demands and technology trends related to the project. When you want to take a course, employees must get approval before they can be taken. However, the current system is still focused on the tech division. In addition, each individual also does not have learning and development targets that must be achieved.

What do you think about the work culture in Plabs?

The current culture is collaboration and kinship. The downside of this family culture is that there are no boundaries between employees that differentiate personal and professional life.

Does Plabs foster a collaborative environment?

Every day a daily meeting is held to find out the progress of each project. Each project has a project management and task management system tailored to the project's needs by utilizing existing technology.

How does Plabs manage its employee's performance?

Each employee can work on more than one project. This project is usually divided into large and small projects. A project is considered small if the valuation, complexity of functions, and technology are smaller. However, project timelines sometimes tend to collide, so the workload can pile up simultaneously. Good performance can be seen from how effectively the time is used, the quality produced, and the skills possessed.

How does the feedback system in Plabs work?

Human Resources regularly holds 1on1 sessions to support individual employee development and provide direction. However, it is not routine; it can be once in three or six months.

The feedback system is also determined based on the type of problem, usually carried out during meetings or project implementation.

Do you have a clear job description? Can you explain how your work contributes to the company's success?

The job description is clear enough, but employees may increase their scope of work according to the project being worked on. Employees do not yet have KPIs to achieve; KPIs are still qualitative.

How is the working system in Plabs?

Every day a daily meeting is held to find out the progress of each project and work on the project by the tasks given. Currently, the working system of Plabs is still WFO. However, we are currently looking for a more suitable system to implement to continue building collaboration, even though it is remote or hybrid.

How are Plabs' values implemented in everyday work?

Plabs has a curious culture. This helps support learning for project work so that it can improve the skills of each individual. The family culture at Plabs also helps facilitate collaboration on projects.

What do you think about the leadership in Plabs?

Plabs upholds deliberation in its leadership system but is still returned to a leader with higher power based on need and urgency.

Informant	GF
Date of Interview	26 June 2023

What is your current position in Plabs?

Chief Technology Officer

How long have you been working in Plabs?

Been working at Plabs from 2020.

How is your experience working in Plabs?

Started his career at Plabs as an intern and then went full-time. During his time as part of Plabs, he gained many new skills and lessons.

What do you think about the current salary system in Plabs?

The salary system at Plabs is still very subjective, especially for determining performance bonuses. The amount of the bonus is determined by indicators of working hours, such as overtime, and is also based on the large number of projects currently held by each individual.

The Board of Directors always holds Payroll meetings to determine the monthly bonuses individuals must receive. Usually, there is a budget for bonuses per division, so the amount of bonuses received cannot exceed that budget.

How is the current reward system in Plabs?

Rewards at Plabs are in monetary form, namely bonuses.

What are the perks and benefits that Plab provides?

Plabs provides facilities to its employees through courses for learning and development that support project needs. The goal is to improve the skills of each individual as a provision for future project work.

How does Plabs support employees' personal career growth?

Plabs holds regular sharing sessions every week based on specific topics. This topic is determined through a voting system based on the needs of each employee, both topics related to technology and non-technology. Every junior employee has a mentor who helps them in their self-development. However, this mentoring system is still implemented informally.

Does Plabs empower its employees in decision-making and freedom of speech?

Everyone is free to give their opinion and discuss it for better results.

Does Plabs provide learning and development for its employees? How does it work?

Plabs provides training and development facilities to its employees through courses. However, employees are not required to take the course because it is only adjusted to their needs. Training and development are currently still focused on the tech division. It is better if mentors are brought in from outside to help support the improvement of the skills of Plabs employees. The learning flow must be clarified because it is only adjusted to the project's needs.

What do you think about the work culture in Plabs?

Due to the enormous workload, employees are often required to work overtime. Currently, employees' workload has begun to be reduced by hiring outside expertise using a contract system.

Does Plabs foster a collaborative environment?

Mapping workload projects ensures that each employee has a workload matching their competence.

How does Plabs manage its employee's performance?

Each person can hold more than one project, with a maximum of three projects for each individual. Projects are determined based on each individual's skills, experience, and expertise. Every morning a meeting will be held to find out the targets and progress of each project. Meanwhile, for each project, it has its project management that is tailored to the needs and timeline. Performance management is preferably improved, especially in the workforce planning and mapping section.

How does the feedback system in Plabs work?

For someone with low performance, one on one is done by HR to help support individual development. For projects, if problems are encountered, the board of directors will provide feedback according to their respective expertise.

Do you have a clear job description? Can you explain how your work contributes to the company's success?

Employees have clear job descriptions according to their respective roles for the project. Every employee knows the objectives for each project but does not have KPIs to achieve.

How is the working system in Plabs?

The work system at Plabs is still WFO, with WFH opportunities twice a month. WFH is effective if you know the lines of communication and find the right monitoring system.

How are Plabs' values implemented in everyday work?

Plabs has a relatively open and communicative culture, allowing employees to help each other.

What do you think about the leadership in Plabs?

The leadership system at Plabs is quite democratic, discussing the problems encountered to find the best solution.

Informant	SA
Date of Interview	27 June 2023

What is your current position in Plabs?

Managing Director

How long have you been working in Plabs?

Been working at Plabs from 2019.

How is your experience working in Plabs?

So far, I enjoy the work environment at Plabs because of the family factor.

What do you think about the current salary system in Plabs?

Salary at Plabs is divided into two, namely basic salary and bonus. Bonuses are obtained from the allocation of percentages from each project undertaken. The bonus amount is determined through a monthly board of directors meeting based on several factors, such as the project and other contributions outside the project. However, there needs to be a detailed calculation regarding the salary system. This causes, in several months; the salary allocation exceeds the predetermined budget.

How is the current reward system in Plabs?

Rewards are given in the form of bonuses.

What are the perks and benefits that Plab provides?

Another benefit that employees get is health insurance. Employees are also provided with learning facilities tailored to the project's needs so that they are not equal. Work support equipment, such as monitors, is also provided for the tech division.

How does Plabs support employees' personal career growth?

The career development of individual employees is supported through the provision of courses. In addition, classes are also often held to discuss technological or non-technological material. Learning growth is also supported through the Plabs project, which is very varied to enable the learning process for each individual.

Does Plabs empower its employees in decision-making and freedom of speech?

Every employee is free to take opportunities to learn new things because Plabs supports learning and research. However, it is still within the scope of Plabs. Initial research is still carried out by the business and marketing division.

Does Plabs provide learning and development for its employees? How does it work?

Plabs provides training and development facilities through the provision of courses. For mentors, this is still done internally by the Plabs team. However, there are no KPIs related to training and development.

What do you think about the work culture in Plabs?

Plabs has a close-knit family culture. However, there still needs to be more distinction between personal and professional life. The existing boundaries still need to be clarified.

Does Plabs foster a collaborative environment?

The collaboration system at Plabs is very dynamic, enabling every employee to help each other work on projects.

How does Plabs manage its employee's performance?

Each employee's workload will be monitored according to the timeline and project needs. The workload is divided into three levels: low, medium, and high.

How does the feedback system in Plabs work?

Regular feedback is usually done through 1on1. Meanwhile, feedback on project work is usually carried out directly during the project.

Do you have a clear job description? Can you explain how your work contributes to the company's success?

For the tech division, job descriptions are generally made for software engineers. However, in practice, everyone has their specialty. Each employee still needs to have individual KPIs to set achievable targets.

How is the working system in Plabs?

The Plabs work system is project-based and mandatory WFO every day.

How are Plabs' values implemented in everyday work?

Passion, think, and build. Every employee is expected to like what is done, design well what will be done, and implement the ideas that have been set.

What do you think about the leadership in Plabs?

Leaders at Plabs are expected to have the ability to prioritize common interests and help their employees to develop to achieve the best results.

Informant	FM
Date of Interview	26 June 2023
What is your current position in Plabs? Technology Lead	
How long have you been working in Plabs? Been working at Plabs from 2020.	

How is your experience working in Plabs?

Work experience at Plabs is quite a lot of drama and learning obtained because it comes from a non-technological educational background.

What do you think about the current salary system in Plabs?

The current salary system at Plabs is quite good, with salaries and bonuses which are pretty competitive. However, the calculations for bonuses and salaries still need to be transparent. What is known, the bonus that is obtained is based on the project being worked on.

How is the current reward system in Plabs?

In monetary terms, the rewards are in the form of bonuses.

What are the perks and benefits that Plab provides?

Plabs employees also get free lunches and office events, such as sports.

How does Plabs support employees' personal career growth?

Plabs employees get accessible course facilities and outside coaches who help improve individual skills to support project work.

Does Plabs empower its employees in decision-making and freedom of speech?

Every employee is free to express opinions and communicate when there are obstacles in project work. However, the highest decision remains in the hands of the leader.

For internal communication, outside of the project, each employee is given the flexibility to interact with one another.

Does Plabs provide learning and development for its employees? How does it work?

For junior-level employees, learning is usually provided through mentors to help improve their skills. In addition, all employees are also provided with training facilities in the form of free courses and sharing sessions.

What do you think about the work culture in Plabs?

Plabs has a family work culture that facilitates communication between teams so each other backs up according to the needs and project timeline.

Does Plabs foster a collaborative environment?

Collaboration at Plabs is excellent; each individual helps others work on projects according to their urgency and needs. However, collaboration between tech and non-tech division teams needs to be improved.

Communication within the project still needs to be improved, especially for collaborative project documentation, such as coding. Communication that occurs is also often repeated so that it could be more practical. This needs to be improved in the project.

How does Plabs manage its employee's performance?

The managing director regulates project management to ensure each employee gets workloads matching their competencies and needs.

How does the feedback system in Plabs work?

When there are challenges in the project, it is necessary to communicate in advance the difficulties being faced. Feedback is usually given directly when an obstacle occurs.

Do you have a clear job description? Can you explain how your work contributes to the company's success?

The existing job descriptions are still lacking in detail, especially those related to project work, so there is a need for improvement in the middle of the project.

How is the working system in Plabs?

The current work system is project-based, with a different workload for each individual. Currently, employees are still required to WFO.

How are Plabs' values implemented in everyday work?

Plabs' work culture is fast, so sometimes, the quality of the work documentation produced is quite messy. Increase empathy and awareness of one another in carrying out work.

What do you think about the leadership in Plabs?

Leaders at Plabs are pretty competent in carrying out their duties and responsibilities as leaders. Leaders are expected to follow other communities to share knowledge with other employees.

Informant	HF
Date of Interview	28 June 2023

What is your current position in Plabs?

Technology Lead

How long have you been working in Plabs?

Been working at Plabs from 2019.

How is your experience working in Plabs?

When working at Plabs, the projects faced are pretty varied, so learning is carried out self-taught with hands-on directly to the project.

What do you think about the current salary system in Plabs?

The salary system at Plabs is divided into two, basic salary and bonus. Basic salary based on a previously agreed contract. Meanwhile, bonuses are based on projects that have been done. The calculation for the nominal salary needs to be more transparent. From the current system, it is still sufficient.

How is the current reward system in Plabs?

Rewards are obtained in the form of bonuses based on the project. However, there needs to be more appreciation given to employees if the project has been completed.

What are the perks and benefits that Plab provides?

Employees are provided lunch facilities and health insurance. In addition, employees are also allowed to be directly involved in projects so they can learn quickly through predetermined projects.

How does Plabs support employees' personal career growth?

Plabs supports employee career development through courses, training, and seminars to improve the capabilities of its employees.

Does Plabs empower its employees in decision-making and freedom of speech?

Employees are given the freedom to express their opinions regarding project work decisions.

Does Plabs provide learning and development for its employees? How does it work?

Training and development facilities can be offline and online, such as through courses and certification, according to the needs of employees.

What do you think about the work culture in Plabs?

Must have good task-management so that work can be done promptly and according to a predetermined timeline.

Does Plabs foster a collaborative environment?

Collaboration at Plabs is very dynamic, employees can help each other directly.

How does Plabs manage its employee's performance?

Project mapping is carried out based on the workload by the abilities and skills of each employee. Besides that, it is also based on the complexity and timeline of project work.

How does the feedback system in Plabs work?

No evaluation is carried out when the project is finished to discuss existing obstacles so they do not occur again. The feedback system is only carried out directly as long as the project is running related to project work only. Plabs also held a town hall to discuss the progress and evaluation of the company for one year.

Do you have a clear job description? Can you explain how your work contributes to the company's success?

The job description is adjusted to the existing project to make the boundaries more precise. Other contributions can be in the form of mentoring and being a project manager. Each employee does not have an individual KPI, only an objective for project success.

How is the working system in Plabs?

The project starts with a client meeting with the business team. If the agreement is appropriate, we will do a project kickoff. After that, the system analyst and PM will collect project requirements to be developed by the development team.

How are Plabs' values implemented in everyday work?

Providing the best quality and prioritizing client satisfaction.

What do you think about the leadership in Plabs?

A democratic leadership system by prioritizing common interests.

Informant	ZM
Date of Interview	27 June 2023

What is your current position in Plabs?

UI/UX Designer

How long have you been working in Plabs?

Been working at Plabs from 2022.

How is your experience working in Plabs?

Working at Plabs is excellent fun, but the feedback system needs to be improved because, so far, it hasn't been the main focus of the company. The company has experienced significant development, especially managerially.

What do you think about the current salary system in Plabs?

The current salary system is fair but lacks transparency for detailed salary calculations. In addition, there is no standardized assessment indicator used for salary considerations. Paying more attention to the overtime performed by employees as an indicator of paying salaries is necessary.

How is the current reward system in Plabs?

Rewards that are given formally are bonuses. Meanwhile, informally, companies like to hold fun events for their employees.

What are the perks and benefits that Plab provides?

The benefits are in the form of health insurance.

How does Plabs support employees' personal career growth?

Employee career paths have yet to be mapped to the fullest. Plabs supports career development by providing courses, seminars, or events that can improve skills and abilities after approval from the board of directors.

Does Plabs empower its employees in decision-making and freedom of speech?

Each employee can express opinions freely regarding the perceived deficiencies during project work.

Does Plabs provide learning and development for its employees? How does it work?

Plabs provides training and development facilities through the provision of courses to develop the skills of its employees. For the tech division, there is usually an obligation to complete the course as one of the targets to be achieved. Meanwhile, there is no target for the non-tech division to complete certain courses.

What do you think about the work culture in Plabs?

Plabs work culture is very dynamic and respects each other's opinions.

Does Plabs foster a collaborative environment?

Collaboration at Plabs is powerful; if problems are encountered, every employee helps complement each other's deficiencies. Plabs also provides sharing sessions to share the progress of the ongoing project.

How does Plabs manage its employee's performance?

The mapping system is still not optimal because the distribution of projects is felt to be unfair among employees.

How does the feedback system in Plabs work?

The usual feedback system is in the form of a 1on1 with HR, but now it is no longer routine. Currently, feedback is only given directly to leaders or HR. However, there needs to be a formal system established so that employees feel more listened to and appreciated for their work.

Do you have a clear job description? Can you explain how your work contributes to the company's success?

The job description is self-explanatory. However, in project implementation, the targets to be achieved will be adjusted again to the timeline and urgency of a project. Individuals do not have KPIs that must be achieved.

How is the working system in Plabs?

The work system of Plabs is still WFO, but can be WFH only for certain celebration days. Get WFH rations two days a month.

How are Plabs' values implemented in everyday work?

Passion, think, build. Every employee must have passion, like what they are doing, so that what is built is good quality.

What do you think about the leadership in Plabs?

The leadership at Plabs is not mature because many do not yet have leadership competence but are forced to become leaders. This affects decision-making in project implementation which causes the directions to be inconsistent.

Informant	MD
Date of Interview	26 June 2023

What is your current position in Plabs?

Software Engineer

How long have you been working in Plabs?

Been working at Plabs from 2021.

How is your experience working in Plabs?

So far so good. Running several tasks that were previously unknown now can better understand the task that is being carried out. Grow with Plabs friends.

What do you think about the current salary system in Plabs?

The salary system at Plabs is based on the workload and projects handled. The current orientation is not related to salary, so it is enough if the work is done well, appreciated, and can develop better. The perceived drawbacks of the salary system are the need for more transparency in salary calculations and the factors that lead to high or low monthly bonuses. This is because they feel that the salary is sometimes not in accordance with their performance.

How is the current reward system in Plabs?

Rewards are given as a room or event for bonding so employees can get to know each other better.

What are the perks and benefits that Plab provides?

The advantage Plabs provides for its employees is to help with funding when learning something new in preparing or implementing projects. In addition, the closeness between Plabs employees also causes the project to run smoothly because they know their characteristics and work culture, which makes adaptation easier.

Plabs also provides free lunch in the form of catering and health insurance.

How does Plabs support employees' personal career growth?

Assisted in determining the career path according to the desired learning curve through existing projects. The learning curve is also adjusted according to what employees are interested in. Each employee also gets a mentor based on a role project to support their development in that field. However, this mentor is informal according to the skills and expertise of the employees.

Does Plabs empower its employees in decision-making and freedom of speech?

Employees are allowed to make decisions in matters relating to project operations. The hierarchy at Plabs needs to be more standardized to make it easier for employees to express their opinions.

Does Plabs provide learning and development for its employees? How does it work?

Learning and development are based on demand and the project's needs. Each employee already has their expertise, but they do not rule out the possibility of learning other things beyond their expertise and scope.

What do you think about the work culture in Plabs?

Every employee always prioritizes client satisfaction in carrying out project work. Work ethic is also excellent, and very disciplined.

Does Plabs foster a collaborative environment?

Internal collaboration is carried out informally to find out each individual's progress so that if problems are encountered, it can facilitate collaboration between projects and employees.

How does Plabs manage its employee's performance?

Project management is excellent regarding documentation and facilitating project team members' coordination. However, there still needs to be improvement in managing the workforce involved in the project. This causes each employee to work on more than one project simultaneously, so the workload for each employee becomes quite a lot.

How does the feedback system in Plabs work?

Feedback is currently only in terms of project work provided in real-time.

However, there is no formal system in place for personal feedback regarding individual performance.

Do you have a clear job description? Can you explain how your work contributes to the company's success?

Job description in accordance with the role assigned to the project. The current contribution is only related to the targets that must be achieved in the project. No benchmarks describe whether an employee has reached his target individually.

How is the working system in Plabs?

Every day there will be a meeting to find out updates and determine work targets for each project that involves all Plabs employees.

Each employee can work on more than one project at a time. Employees can also help with other non-project matters, such as mentors for internships and research.

Daily, weekly, or monthly meetings will usually be held for project management to ensure that project targets can be achieved.

How are Plabs' values implemented in everyday work?

Fast response and communication so that the targets in the project can be achieved smoothly.

What do you think about the leadership in Plabs?

Leaders are very competent in helping to guide the course of the project.

Informant	GR
Date of Interview	28 June 2023

What is your current position in Plabs?

Software Engineer

How long have you been working in Plabs?

Been working at Plabs from 2022.

How is your experience working in Plabs?

Have a positive work experience at Plabs.

What do you think about the current salary system in Plabs?

The current salary system at Plabs is quite good and competitive based on experience and skills.

How is the current reward system in Plabs?

Rewards given by Plabs are in the form of bonuses, if the project is successful and completed on time. If there is an achievement that needs to be celebrated, Plabs provides rewards in the form of fun events for its employees.

What are the perks and benefits that Plab provides?

Employees are given the right to buy online courses and software used to support projects. The facilities provided are also in the form of work support tools, such as monitors.

How does Plabs support employees' personal career growth?

Assisted in determining the career path according to the desired learning curve Plabs provides online classes for its employees in the form of internal sharing sessions according to predetermined topics.

Does Plabs empower its employees in decision-making and freedom of speech?

Employees are given the freedom to express opinions, as in the implementation of projects there are obstacles in progress, employees are given the opportunity to make decisions in terms of scope changes. However, still with the approval of PM and client.

Does Plabs provide learning and development for its employees? How does it work?

The training and development provided by Plabs is in the form of courses and mentoring. This mentoring helps new employees to improve their skills and knowledge.

What do you think about the work culture in Plabs?

Meetings will be held every day to explain the targets and progress of each project being implemented.

Does Plabs foster a collaborative environment?

If you need help in working on a project, Plabs divides its employees into several teams according to their expertise so that through this platform employees can help one another. This system is dynamically adjusted to the needs of the project.

How does Plabs manage its employee's performance?

The current project mapping system is adjusted to the workload and skills of each employee. More experienced employees tend to get bigger workloads.

How does the feedback system in Plabs work?

Feedback is currently only in terms of project work provided in real-time. However, there is no formal system in place for personal feedback regarding individual performance.

Do you have a clear job description? Can you explain how your work contributes to the company's success?
The job description is clear enough and tailored to the needs of the project.

How is the working system in Plabs?
For the work system, Plabs still applies the WFO system every day with predetermined working hours. The project workload given to each employee is based on their abilities based on the results of the deliberations.

How are Plabs' values implemented in everyday work?
Plabs employees support and help each other, both in terms of work and personal.

What do you think about the leadership in Plabs?
Many Plabs employees are of the same age so that the leadership system tends to be intimate and family-like.

Appendix B. TF-IDF Analysis using Python

```
import pandas as pd
import nltk
from sklearn.feature_extraction.text import TfidfVectorizer
import wordcloud
import matplotlib.pyplot as plt


# Import the data from csv file
df = pd.read_csv('Transcript Interview Plabs - Economic.csv')
interview_results = df['Answer'].values.tolist()


# Text Preprocessing
```

```python
tokenizer = nltk.tokenize.RegexpTokenizer(r'\w+')
stop_words = set(nltk.corpus.stopwords.words('english'))

preprocessed_results = []
for sentence in interview_results:
    sentence = sentence.lower()  # Convert to lowercase
    tokens = tokenizer.tokenize(sentence)  # Tokenize the sentence
    tokens = [token for token in tokens if token not in stop_words]  # Remove
stop words
    preprocessed_results.append(' '.join(tokens))  # Join tokens back into a
sentence

# Create a DataFrame to store the interview results
df = pd.DataFrame({'interview_text': preprocessed_results})

# Initialize the TF-IDF vectorizer
vectorizer = TfidfVectorizer(norm="l2")

# Fit and transform the interview texts using TF-IDF vectorizer
tfidf_matrix = vectorizer.fit_transform(df['interview_text'])

# Get the TF-IDF scores for each term in the documents
feature_names = vectorizer.get_feature_names()
tfidf_scores = tfidf_matrix.toarray()

# Create a DataFrame to store the TF-IDF scores
tfidf_df = pd.DataFrame(tfidf_scores, columns=feature_names)

# Summarize the interview results by selecting the top N terms with the highest
TF-IDF scores
N = 10  # Number of top terms to select
top_terms = tfidf_df.sum().sort_values(ascending=False).head(N)
```

```python
print("Top", N, "terms in the interview results:")
print(top_terms)


# create word cloud terms
def listToString(s):

    # initialize an empty string
    str1 = ""

    # traverse in the string
    for ele in s:
        str1 += ele

    # return string
    return str1

text = listToString(preprocessed_results)
wordcloud = wordcloud.WordCloud(max_words=100,
background_color='white', width=800, height=600)
wordcloud.generate(text)

# Plot the wordcloud
plt.figure(figsize=(10, 8))
plt.imshow(wordcloud)
plt.axis('off')
plt.show()
```