

**Job Descriptions as Reference on Employee's
Performance Appraisal**

AN INTERNSHIP REPORT

Presented as Partial Fulfillment of the Requirements
to Obtain the Bachelor's Degree in Management Study Program



by:

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YOGYAKARTA
2023

DECLARATION OF AUTHENTICITY

Here I declare the originality of the thesis; I have not presented anyone else's work to obtain my university degree, nor have I presented anyone else's words, ideas, or expression without acknowledgement. All quotations are cited and listed in the bibliography of the final project report.

If in the future this statement is proven to be false, I am willing to accept any sanction complying with the determined regulation or its consequence.

Yogyakarta, June, 2023



Rizka Anindita Nugraheni

APPROVAL PAGE

JOB DESCRIPTIONS AS REFERENCE ON EMPLOYEE'S PERFORMANCE APPRAISAL

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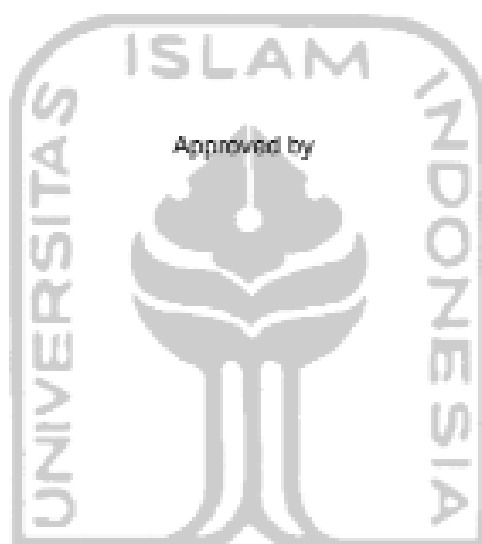
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July 25, 2023

الجامعة الإسلامية
Indonesia

LEGALIZATION PAGE

**JOB DESCRIPTIONS AS REFERENCE ON EMPLOYEE'S
PERFORMANCE APPRAISAL**

A BACHELOR DEGREE FINAL PROJECT

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Student Number: 16311032

Defended before Board of Examiners

On 20 July 2023 and Declared Acceptable

Board of Examiners

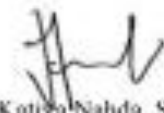
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Yogyakarta, June 2023

Rizka Anindita Nugraheni

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Job Descriptions as Reference on Employee's Performance Appraisal

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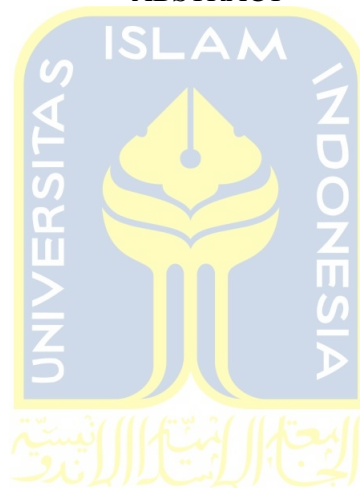
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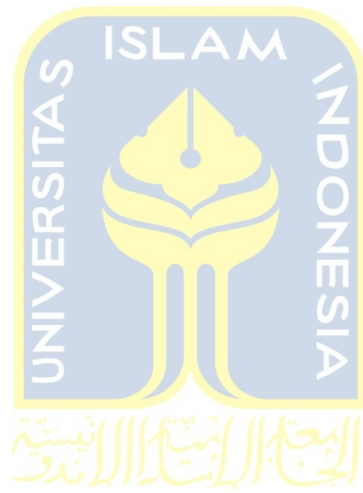
Students of International Program Faculty of Business and Economics

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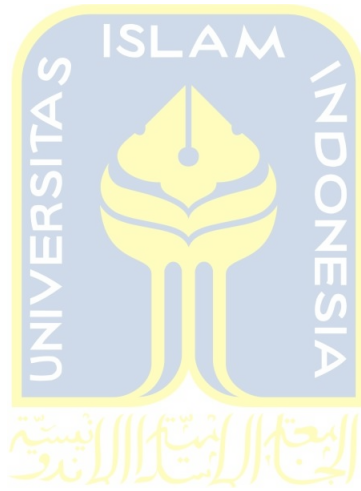
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ABSTRACT

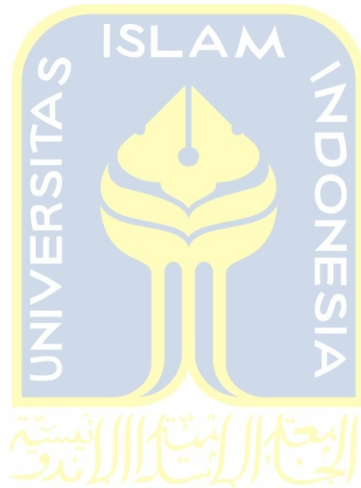




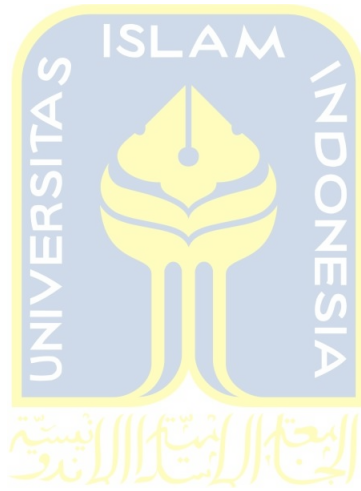
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ABSTRACT



ABSTRAK



CHAPTER I

INTRODUCTION

I. COMPANY PROFILE

Havpro Group is a management consultant located in Pulo Gadung, East Jakarta. The company is divided into two business units: Havara Consulting (PT. Havara Daya Sejahtera) and Prospero Management (PT. Prospero Mandiri Indonesia). Havpro Group has had experienced for more than 15 years assisting organizations in Indonesia, transforming them into high performance organization. Havpro Group combines practical experiences and up-to-date concepts that can offer unique and applicable solutions. Havpro Group synergizes in handling private companies, state-owned companies, MNCs, and public organizations in Indonesia so that it can offer added value.

I.1 Organization structure



I.2 Business units

I.2.1 Havara Consulting

Havara Consulting provides consulting services in employee & organization performance management, development of e-performance management application, study and survey of employee & organization effectiveness, business research in strategic management, human resources management system that supports transformation into high performance organization, and trainings in regard to employee



& organization performance enhancement. Vision and missions which are held by Havara are:

Vision:

- a. To be a professional, reliable, and trustable consulting firm in the service of employee & organizational performance enhancement

Missions:

- a. To serve the improvement of organization performance management system
- b. To serve the development of organization human resources management system
- c. To provide up-to-date research and digital based solutions

Values held by Havara Consulting are the following:

- a. Innovative: we look for innovative methods and are open to fresh ideas to provide applicable, unique, and high-value solutions.
- b. Result-oriented: we are oriented to provide feasible solutions in fulfilling the client's needs.
- c. Optimism: we believe that high performance is only achieved through strong optimism.
- d. Hard work: our hope is to exceed client's expectations.
- e. Partnership: we work through maximum collaboration with the client to achieve mutual success.

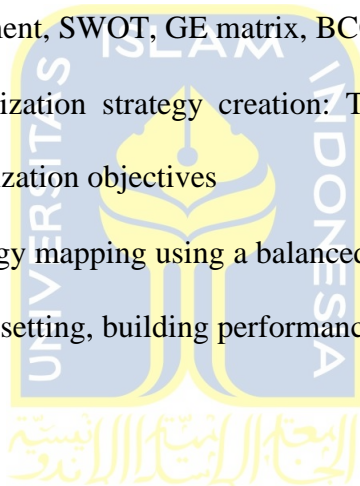
As a consulting unit, Havara Consulting provides several services to its clients, such as:

- a. Human resources consulting services
 - Corporate value development and implementation program

- Model establishment: competency dictionary, competency requirement model, competency target
- Human resources infrastructure establishment: job analysis, job evaluation, workload analysis
- Human resources system development: recruitment and selection, career and talent management, performance management, learning management, pay-for-performance model

b. Strategic consulting services

- Strategic planning creation: vision and mission, destination statement, SWOT, GE matrix, BCG matrix
- Organization strategy creation: TOWS strategy, strategic theme, organization objectives
- Strategy mapping using a balanced scorecard (BSC): BSC concept, target setting, building performance dashboard



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- Organization strategy cascading: key performance indicator development, cascade to business unit or division level
 - Organization restructuring: business process reengineering, organization design, job analysis
 - Employee performance indicator development: creating initiatives for strategy execution
- c. Performance management framework
- d. Web-based application

HiPro is a web-based performance management application that is utilized as:

- A dashboard management tool for top management in monitoring and evaluating effectiveness of implementation of corporate strategy and working units (HiPro organization)
 - A performance management tool for upper management and employees in monitoring and evaluating team and individual performance (HiPro employee)
- e. Research services
- Customer satisfaction survey
 - Customer loyalty survey
 - Employee engagement survey
 - Employee satisfaction survey
 - Human resource management audit
 - Organization culture audit
 - Feasibility study
 - Diagnosing organizational effectiveness
- f. Performance management training services
- E-performance based on balanced scorecard: KPI and strategy

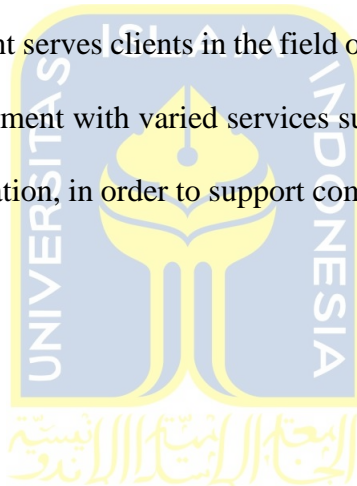
cascading

- Finding the effective KPIs for your business: designing, monitoring, and evaluating your KPIs
- Aligning individual and organizational scorecard

Clients that have been served by Havara Consulting were state-owned companies, regional-owned companies, private companies, national ministries, general service institutions, and universities.

I.2.2 Prospero Management

Prospero Management serves clients in the field of organizational development and HR competency enhancement with varied services such as trainings, content provider, and professional certification, in order to support company transformation toward high



performance organizations. Prospero Management holds vision and missions as guidance of its strategy toward its goals, as follows:

- Vision: becoming a professional, reliable, and trusted learning management firm in serving improvement of individual and organizational performance.
- Missions:
 1. Improving clients' competitive advantages through adaptive and innovative human resources empowerment.
 2. Be proactive in building partnership to assure appropriate services.
 3. Build service expertise according to up-to-date studies.

In assisting gap fulfillment between performance gap and people & organization competency, Prospero Management applies learning management system (LMS) integrated with individual and organizational performance target. Besides, strategy learning analysis is implemented which can drive precise selection of training and give significant effect on target achievement and company advancement.

Prospero Management serves its clients through following services:

- Public seminar
- In-house training: improves human resources competency in order to execute organizational strategy effectively
 - a. Performance management
 - b. Personal effectiveness
 - c. Leadership development program
 - d. Business and management skills
 - e. Sales and marketing management
 - f. Human resource management
 - g. Organizational development

- h. Change and project management
- i. Corporate culture development
- j. Retirement planning
- Learning management system (LMS) applications development
- E-learning content development: provides learning content development and distance learning which assists an organization in managing employees' performance effectively and efficiently
 - a. Online content development
 - b. Learning management system
 - c. Knowledge management
- Professional certification: determines the employees' competency through competency examination in order to enhance human resources competency in escalating their global competitiveness
 - a. Organization design (manager)
 - b. Training for trainer
 - c. Training and education management



d. Performance management

Prospero Management serves multinational companies, governmental organizations, and state-owned enterprises with vast range of industry, such as: banking, energy (oil, gas, and coal), logistic and transportation, fast moving consumer goods, hospital, public organization, manufacturing, automotive, retail and distribution, and insurance.

II. BACKGROUND

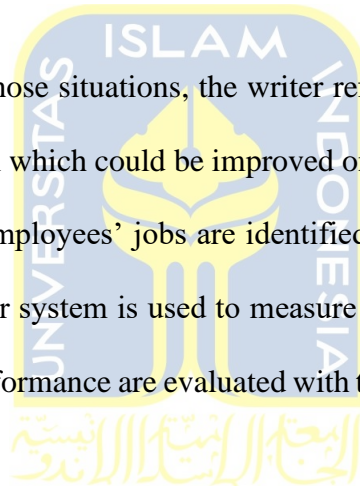
During the internship period, the writer worked as a research assistant intern in a management consultant named Havpro Group. Havpro Group consists of two business units, namely Havara Consulting and Prospero Management. The writer worked under Havara Consulting, assisting her supervisor in the research activities of client's projects. At that time, the writer was given an access to the account of employee performance management application website called HiPro. Every employee in Havpro has their own account. The website facilitates employees to fill their monthly tasks and gives report about their performance. For the writer, the supervisor informed the monthly tasks of the writer, and the writer filled in her website account.

In order that the writer gains brief knowledge about how the company runs, the writer thought there would be a compiled document about SOP, job descriptions, organizational structure, and workflow of the company to be looked at. The writer asked her supervisor about this and the supervisor stated that there is no such document, let alone the job descriptions. The supervisor added that everyone already knows what they are doing here. The supervisor eventually drew by himself the organization structure, and it turned out to be a matrix organization.

As a research assistant intern, the writer not only worked in the office, but also outside of the office. One time the writer was asked to be an event committee along with another colleague in a client's company event. The writer's role was a guest receptionist.

After attending the event for some time, the writer and her colleague received a call that informs they have to go back to the office, because there are company partners who were about to discuss their project in a meeting, and they have to be there right away. The writer and her colleague arrived at the office and joined the meeting with the partners immediately. When the meeting was about to finish, the writer and her colleague was called by the CEO to do some tasks in which they are a compilation of quiz for leadership development program of a company's client. The tasks given were actually outside of the writer's and her colleague's responsibility. Nevertheless, the writer and her colleague decided to keep going with it. The writer and her colleague divided the tasks and continued to work on them.

After experiencing those situations, the writer reflected at them and came up with questions as well as problem which could be improved on. Therefore, the writer would like to explore deeper on how employees' jobs are identified and classified if there are no job descriptions, what method or system is used to measure the employees' job performance, and how employees' job performance are evaluated with the performance



appraisal method. Hence, the title of the internship report would be “Job Classification and Performance Appraisal Method in Havpro Group”.

III. PROBLEM FORMULATION

Based on the problem explained in the background, the writer formulated the problem into several questions:

1. How are employees’ jobs classified without job descriptions?
2. What method is used to measure and evaluate employees’ job performance?
3. How are employees’ job performance evaluated?

IV. OBJECTIVES

The objectives of this report are to answer the problem formulation stated above, namely:

1. To understand how employees’ jobs are classified without job descriptions
2. To understand what method is used to measure and evaluate employees’ job performance
3. To understand how employees’ job performance are evaluated

V. BENEFITS

Participation in the internship program conducted by the university and the company can hopefully gain benefits, such as:

1. For the student
 - a. To fulfill the requirement of acquiring a bachelor’s degree in Management
 - b. To gain knowledge and experience from the program itself
 - c. To understand the real-life application of human resource management

subjects in the classroom

2. For the university

- a. To create and maintain collaboration with the company
- b. To provide opportunity for students to implement what they have studied in the classroom to working situation
- c. To prepare and facilitate students who aspire to be working professionals

3. For the company

- a. To create and maintain collaboration with the university
- b. To provide opportunity for university students to offer recommendation of solutions for problems in the company



CHAPTER III

METHODOLOGY

3.1 Research Design

In order to answer research problems exploratively, the researcher used qualitative research method. Qualitative research method is a means to explore meaning in individuals or groups regarding social or human problem. Qualitative method utilizes emerging questions and procedures, analyzing data inductively by examining individual problems and generalizing them into a larger theme, and making interpretations of the meaning of the data (research design).

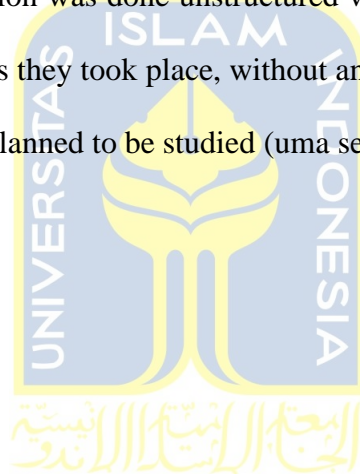
Since the proposed problems here are explanatory by nature in which how employees understand of their scope of work and how their job performance is being measured and evaluated, thus the researcher used case study to collect data. Case study is a strategy of research to explore an event, activity, process, or one or more individuals (research design). In this case, case study would be used to investigate employees' understanding of their scope of work and process of evaluation of their job performance.

3.2 Data Collection Method

In conducting research, data can be obtained from primary and secondary sources. Primary sources are information source that is obtained firsthand by the researcher regarding the aspect of the research problem. Whereas, secondary sources are information source that is already existing (uma sekarang). In this report, the researcher obtained primary data from observation and interview with CEO and employees of Havpro Group. Meanwhile, secondary data are obtained from company official website and social media as well as literature materials such as books and journal articles related to the problem studied.

In this report, the researcher conducted a structured interview. Structured interview is conducted when the interviewer has already some information about the problem and has predetermined questions related to it. Sometimes, the interviewer also leads the respondent to spontaneous questions which relates to respondent's previous answers (uma sekaran). The interview was conducted through Zoom online meeting with CEO and employees of Havpro Group as the respondents.

The researcher also did an observation during the internship period from January to April 2020. The researcher played a role as a participant observer in which she joined the firm in the position of student intern and observed the work environment as she undertook the internship. The observation was done unstructured where the researcher observed the environment and activities as they took place, without any predetermined set of categories of phenomena or activities planned to be studied (uma sekaran).



3.3 Unit of Analysis

The objective of this research is to understand how employees understand their scope of work without job descriptions and how their job performance being measured and evaluated. Therefore, the research subject would be individuals namely CEO and employees in Havpro Group. The researcher conducted the interview with the CEO and employees of each division, that is each supervisor and subordinate of the division. The researcher explored about the understanding of employees' scope of work and performance evaluation process done by each of the supervisor and the CEO.



CHAPTER IV

RESULT AND DISCUSSION

4.1 Internship Program

The writer joined the internship program in Havpro Group. In the beginning, the writer was referred by Mr. Arif Singapurwoko to the CEO of Havpro to apply the internship program. The writer sent the CV and did a short interview with the CEO. The writer was accepted as an intern afterward. The internship ran for three months, starting from 3 February 2020 to 30 April 2020. The writer worked exactly same as other employees for five working days from Monday to Friday, with the working hour from 08.30 AM to 4.30 PM. The writer also filled daily presence using card presence clock machine. The firm consisted of 12 employees at that moment, with one person resigned in the end of February 2020.

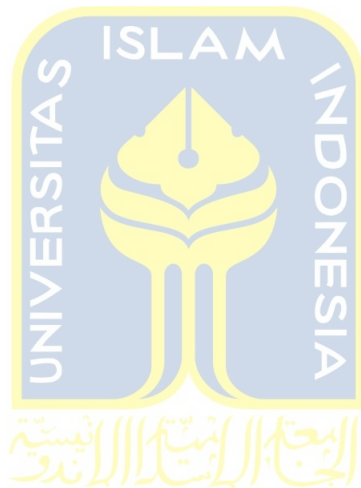
The writer worked as a research assistant intern in the consulting division of Havara Consulting, assisting her supervisor, Mr. Huda, to do research in relation to several projects on the firm's clients. These were the writer's work responsibilities in the internship program:

1. Assisting supervisor in gathering scientific journals and papers in accordance with the type of firm's clients
2. Research on firm's new product (Objective Key Result)
3. Taking meeting notes
4. Developing case studies

As an intern, the writer also participated in monthly meetings with other employees to discuss about the progress monitoring of on-going projects. Beside the work responsibilities given to the writer, the writer participated in other events conducted by the firm, such as workshop, training, and meeting with the firm's client.

The writer also interacted with several other employees from different departments for a specific task, in which she created questions bank for leadership training program of a state-owned enterprise. The writer and a staff of marketing division, Mrs. Septa, were working together to create questions bank. The writer then compiled the finished questions bank and submitted them to Mr. Kamal, a staff of training division.

The details of internship program are shown in the internship daily log as follows:



February 2020		
Date	Activities	Advisor's Signature
3 February	<ol style="list-style-type: none"> 1. Monthly meeting 2. Learning about KPI 3. Learning about business model canvas 4. Discussing about possible options for topic of internship report with Mr. Huda 	
4 February	<ol style="list-style-type: none"> 1. Learning about balanced scorecard implementation 2. Research journals on balanced scorecard implementation in construction, insurance, and water supply company 	
5 February	<ol style="list-style-type: none"> 1. Learning about balanced scorecard implementation 2. Research journals on balanced scorecard implementation in construction, insurance, and water supply company 	
6 February	<ol style="list-style-type: none"> 1. Attending meeting with Jasa Raharja discussing about fourth quarter KPI in 2019 	
7 February	<ol style="list-style-type: none"> 1. Setting up RKB (monthly working plan): <ol style="list-style-type: none"> a. Research on balanced scorecard implementation on construction, insurance, and water supply company (projects in PAM Jaya, Jasa Raharja, and Nindya Karya) b. Research on OKR c. Taking meeting notes d. Research and develop case studies 	
10 February	<ol style="list-style-type: none"> 1. Learning about balanced scorecard implementation 2. Research journals on balanced scorecard implementation in construction, insurance, and water supply company 3. Arranging meeting notes into MoM (moments of meeting) 	

11 February	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
12 February	<ol style="list-style-type: none"> 1. Arranging KPI catalog 2. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 3. Research on OKR 4. Research and develop case studies 	
13 February	<ol style="list-style-type: none"> 1. Arranging KPI catalog 2. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 3. Research on OKR 4. Research and develop case studies 	
14 February	<ol style="list-style-type: none"> 1. Arranging KPI catalog 2. Research case study on KPI implementation 3. Visiting Jasa Raharja headquarter in meeting on explanation of selection document of consulting service procurement for corporate plan/<i>aanwijzing</i> 	
17 February	<ol style="list-style-type: none"> 1. Research on OKR 2. Research case study on KPI implementation 3. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 	
18 February	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	

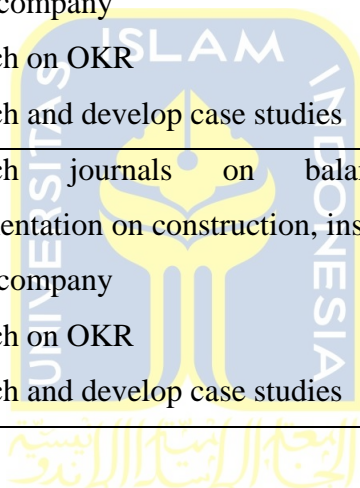
19 February	1. Attending workshop on Finding The Right KPI for Your Business (Day 1)	
20 February	1. Attending workshop on Finding The Right KPI for Your Business (Day 2)	
21 February	1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies	
24 February	1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies	
25 February	1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies	
26 February	1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies	
27 February	1. Becoming a committee with Ms. Septa in Effective Leadership training with BAZNAS employees as the participant	
28 February	1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies	

March 2020		
Date	Activities	Advisor's Signature
2 March	<ol style="list-style-type: none"> 1. Attending monthly meeting 2. Summarizing issues existing in Havpro 3. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 4. Research on OKR 5. Research and develop case studies 	
3 March	<ol style="list-style-type: none"> 1. Submitting two MoM (minutes of meeting) to Mr. Huda 2. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 3. Research on OKR 4. Research and develop case studies 	
4 March	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
5 March	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
6 March	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	

9 March	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
10 March	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
11 March	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
12 March	<ol style="list-style-type: none"> 1. Attending webinar on Data Analysis dan Visualization with Power BI conducted by Deloitte 	
13 March	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
16 March	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
17 March	<ol style="list-style-type: none"> 1. Creating questions bank for e-learning 	
18 March	<ol style="list-style-type: none"> 1. Creating questions bank for e-learning 2. Consulting chapter of introduction of internship report with Mr. Huda 	

	<ol style="list-style-type: none"> 3. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 4. Research on OKR 5. Research and develop case studies 	
19 March	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
20 March	<ol style="list-style-type: none"> 1. Submitting questions bank to Mr. Kamal 2. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 3. Research on OKR 4. Research and develop case studies 	
23 March	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
24 March	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
25 March	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	

26 March	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
27 March	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
30 March	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
31 March	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	



April 2020		
Date	Activities	Advisor's Signature
1 April	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
2 April	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 	

	3. Research and develop case studies	
3 April	<ol style="list-style-type: none"> 1. Attending online class 2. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 3. Research on OKR 4. Research and develop case studies 	
6 April	<ol style="list-style-type: none"> 1. Attending Personal Branding online class 2. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 3. Research on OKR 4. Research and develop case studies 	
7 April	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
8 April	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
9 April	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
10 April	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	

13 April	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
14 April	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
15 April	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
16 April	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
17 April	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
20 April	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
21 April	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 	

	<ol style="list-style-type: none"> 2. Research on OKR 3. Research and develop case studies 	
22 April	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
23 April	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
24 April	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
27 April	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
28 April	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
29 April	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	

30 April	<ol style="list-style-type: none"> 1. Research journals on balanced scorecard implementation on construction, insurance, and water supply company 2. Research on OKR 3. Research and develop case studies 	
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4.2 Supporting and Inhibiting Factors during Internship Program

As an intern, the writer was provided with the firm's facilities to work, such as wi-fi, working desk, free water, prayer space, mini library, and transport fee. However, since the job had no clear guidance or standard operating procedure, the writer had to study about some topics regarding business activities of the firm, particularly about performance management, such as balanced scorecard and KPI, by herself. The writer studied the topics from books provided at the firm's mini library. Besides, the writer's supervisor sometimes couldn't give a clear instruction about a specific task. One of the writer's mistakes was to not asking for further detail about the task.

To the writer's surprise, the writer was also given a task by the CEO that actually wasn't included in the writer's main responsibilities. The writer's supervisor was already informed about that. Fortunately, the writer could finish the task well.

When the Covid-19 pandemic emerged, the firm started to follow the government's regulation to work from home (WFH) abruptly starting from 16 March 2020 until 30 April 2020 (the end of internship period). Hence, the writer also went along to continue the internship by working from home. Besides, the writer also has had unfinished personal issues that she had to put off the progress of writing internship report.

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