

Determining Performance Evaluation Criteria For Employees and Leaders Using NVivo

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Abstract. *Purpose – This study aims to identify and determine performance evaluation criteria for employees and leaders in a company using NVivo. Design/methodology/approach – This research adopts a qualitative approach with supportive descriptive analysis. Data were collected through in-depth interviews with selected employees and leaders using purposive sampling. The interview data were analyzed using NVivo through coding techniques to identify key criteria and develop underlying dimensions (sub-criteria). Additionally, word frequency analysis was conducted to identify dominant terms frequently expressed by respondents, and the results were visualized using project maps to illustrate relationships between concepts. Findings – The results show that NVivo effectively identifies and structures performance evaluation criteria and their sub-criteria. For employees, the main criteria include attendance, attitude, discipline, and responsibility, each supported by several sub-criteria derived from interview data. For leaders, the criteria include leadership, decision-making, fairness, and responsibility, along with their respective sub-dimensions. Word frequency analysis highlights dominant themes discussed during interviews, strengthening the validity of the identified criteria. Practical implications – The use of NVivo provides companies with a systematic and data-driven approach to identifying performance evaluation criteria, enabling more structured and transparent assessment frameworks. Originality/value – This study contributes to performance management literature by focusing on the identification of both employee and leadership performance criteria simultaneously using NVivo, particularly by incorporating sub-criteria development and qualitative data visualization within the company context..*

Keywords: Performance Evaluation; Company; NVivo; Leadership; Employee Performance; Qualitative Analysis

Abstrak. Tujuan – Studi ini bertujuan untuk mengidentifikasi dan menentukan kriteria evaluasi kinerja karyawan dan pemimpin di sebuah perusahaan menggunakan NVivo. Desain/metodologi/pendekatan – Penelitian ini mengadopsi pendekatan kualitatif dengan analisis deskriptif pendukung. Data dikumpulkan melalui wawancara mendalam dengan karyawan dan pemimpin terpilih menggunakan pengambilan sampel bertujuan. Data wawancara dianalisis menggunakan NVivo melalui teknik pengkodean untuk mengidentifikasi kriteria utama dan mengembangkan dimensi yang mendasarinya (sub-kriteria). Selain itu, analisis frekuensi kata dilakukan untuk mengidentifikasi istilah dominan yang sering diungkapkan oleh responden, dan hasilnya divisualisasikan menggunakan peta proyek untuk menggambarkan hubungan antar konsep. Temuan – Hasil menunjukkan bahwa NVivo secara efektif mengidentifikasi dan menyusun kriteria evaluasi kinerja dan sub-kriterianya. Untuk karyawan, kriteria utama meliputi kehadiran, sikap, disiplin, dan tanggung jawab, masing-masing didukung oleh beberapa sub-kriteria yang berasal dari data wawancara. Untuk pemimpin, kriteria meliputi kepemimpinan, pengambilan keputusan, keadilan, dan tanggung jawab, beserta sub-dimensinya masing-masing. Analisis frekuensi kata menyoroti tema dominan yang dibahas selama wawancara, memperkuat validitas kriteria yang diidentifikasi. Implikasi praktis – Penggunaan NVivo memberikan perusahaan pendekatan sistematis dan berbasis data untuk mengidentifikasi kriteria evaluasi kinerja, memungkinkan kerangka penilaian yang lebih terstruktur dan transparan. Orisinalitas/nilai – Studi ini berkontribusi pada literatur manajemen kinerja dengan berfokus pada identifikasi kriteria kinerja karyawan dan kepemimpinan secara bersamaan menggunakan NVivo, khususnya dengan menggabungkan pengembangan sub-kriteria dan visualisasi data kualitatif dalam konteks perusahaan.

Kata kunci: Evaluasi Kinerja; Perusahaan; NVivo; Kepemimpinan; Kinerja Karyawan; Analisis Kualitatif

1. INTRODUCTION

Human resource management (HRM) has long been regarded as a cornerstone of organizational strategy, particularly in building and sustaining competitive advantage. Organizations today are not merely tasked with recruiting qualified individuals they must also invest in ongoing competency development through structured education, training, and growth programs, all of which need to be backed by sound and effective management practices (Fridan & Maamari, 2024). Against this backdrop, employee performance stands out as one of the most telling indicators of organizational health, since it directly mirrors how well an organization is actually meeting its goals (Shah et al., 2025; Khushk et al., 2025).

That said, employee performance alone does not tell the whole story. Leadership performance is just as central to organizational success, if not more so in many contexts. What makes leadership complex is that it cannot simply be pinned down to individual traits or habits. Rather, it takes shape through the ongoing, dynamic interplay between leaders and the people they work with, always embedded within a shifting organizational environment (Raj & Krishnan, 2025). In other words, leadership is less about who a person is and more about how they engage and that engagement is always situational (Belsito & Reutzel, 2020).

Given this complexity on both fronts, it becomes clear that organizations need a performance evaluation system robust enough to cover both employees and leaders together. When done well, such a system makes it far easier to assess contributions objectively, cut down on the guesswork that tends to creep into managerial decisions, and ensure that what people are doing day-to-day actually lines up with where the organization wants to go. Combining both dimensions in one evaluation framework is, in that sense, not just useful it is necessary for building a genuinely effective organization over the long term (Nguyen et al., 2026).

Although the volume of research on performance management continues to grow, most studies still treat employee performance and leadership effectiveness as separate topics. Very few attempt to combine the two within an integrated evaluation framework.

Furthermore, the use of NVivo in human resource performance evaluation within companies particularly for simultaneously assessing employees and leaders remains limited. Most NVivo-based studies focus primarily on qualitative data analysis without developing structured and practical evaluation frameworks, and they rarely consider real organizational constraints such as limited technological literacy among employees or the complexity of managerial roles.

In this study, the NVivo process begins with data collection through in-depth interviews with key contributors within the company, particularly leaders and employees. The interview results are then analyzed using NVivo to identify the main criteria for performance evaluation. In addition, NVivo enables the identification of underlying dimensions (sub-criteria) derived from each main criterion. These dimensions are visualized through project maps and supported by word frequency analysis, which highlights the most frequently occurring terms during the interview process, thereby providing a more comprehensive and data-driven understanding of the factors influencing performance.

This study aims to address these gaps by proposing an integrated NVivo-based performance evaluation model that assesses both employee and leadership performance simultaneously. The novelty of this study lies in three key aspects. First, it develops a dual-level evaluation framework that integrates both dimensions into a unified structure. Second, it incorporates real corporate conditions by considering operational constraints and workforce realities often overlooked in prior models. Third, it offers a structured, transparent, and practical evaluation tool that remains applicable even for companies with limited analytical resources.

Overall, this study extends the application of NVivo in the HRM literature while providing a practical framework that companies can use to improve performance evaluation and overall organizational performance.

2. THEORETICAL BACKGROUND AND HYPOTHESES DEVELOPMENT

2.1 Human Resource Management

Human Resource Management (HRM) plays a strategic role in fostering sustainable organizational development by shaping organizational culture, enhancing employee

capabilities for continuous innovation, and promoting employee engagement in organizational initiatives (Gita, 2024). The primary objective of HRM is to optimize human resource contributions in achieving organizational goals and strategic objectives. This includes various functions such as recruitment, training, development, and employee retention, which collectively support organizational effectiveness.

2.2 Employee Performance

Employee performance is a fundamental indicator used by organizations to evaluate individual contributions toward achieving organizational objectives (Widjaja, 2021). Employees who meet or exceed performance standards are typically rewarded, while those who fail to achieve targets may face consequences such as reassignment, compensation adjustments, or termination.

Improving employee performance requires strategic efforts in developing high-quality human resources through the creation of an effective work environment, enhancement of skills and competencies, and optimization of employee productivity (Fauzi et al., 2023). Consequently, employee performance is widely recognized as a key determinant of organizational success, as high-performing employees contribute to faster and more efficient goal attainment.

2.3 Leadership Performance

Leadership performance is a critical factor influencing organizational success. Effective leadership enhances employee confidence, motivation, and overall productivity. Leaders are responsible for planning, directing, and controlling organizational activities, as well as motivating employees to achieve organizational goals (Meika, 2021).

Leadership effectiveness extends beyond technical skills, as it involves the ability to influence, inspire, and guide employees toward shared objectives. Therefore, leadership performance plays a vital role in determining both employee outcomes and overall organizational performance.

2.4 NVivo Software

NVivo is a qualitative data analysis software designed to facilitate the organization, management, and analysis of non-numerical data. It is widely used in qualitative and mixed-method research, including undergraduate theses, master's theses, and

dissertations (Arif et al., 2022). However, NVivo does not independently analyze data; rather, it functions as a supporting tool, while the researcher remains responsible for interpreting and deriving insights from the data.

In this study, NVivo is specifically utilized to analyze interview data with the aim of identifying key performance criteria and deriving underlying dimensions (sub-criteria) from each criterion. This process is conducted through coding techniques, where relevant data segments are assigned labels or categories. Through this coding process, researchers can systematically group and map relationships between concepts, resulting in a more detailed and structured framework of criteria and sub-criteria.

In addition, NVivo is used to perform word frequency analysis to identify the most frequently occurring terms during the interview process. This analysis helps reveal the most emphasized issues from respondents' perspectives, thereby strengthening the validity of the identified criteria and sub-criteria.

Furthermore, NVivo provides visualization features such as project maps, which are used to illustrate the relationships between criteria and sub-criteria. These visualizations enable researchers to better understand the interconnections among dimensions and support the development of a structured, systematic, and data-driven performance evaluation framework.

2.5 Employee and Leadership Performance Evaluation Criteria

Performance evaluation is a crucial process that requires comprehensive analysis to ensure organizational objectives are achieved effectively. It must be based on clear, measurable, and relevant criteria, encompassing both quantitative and qualitative aspects.

Performance evaluation of both employees and leaders is a critical process that requires comprehensive analysis to ensure the effective achievement of organizational objectives. Such evaluations have a direct impact on individual performance; therefore, they must be based on well-defined criteria encompassing both quantitative and qualitative dimensions. These criteria are derived from an extensive literature review and qualitative data analysis conducted through interviews using NVivo software. The following criteria are employed as the basis for evaluating employee performance in this study:

C1: Presence.

C2:Attitude.

C3:Discipline

C4:Responsibility

In addition to employee performance evaluation, the following criteria are utilized to assess leadership performance based on employees' perceptions. These criteria serve as the primary reference framework for evaluating leaders within this study:

C1: Leadership.

C2:Decision Making.

C3:Justice.

C4:Responsibility.

3. RESEARCH METHODOLOGY

3.1 Research Design and Sample

This study adopts a mixed-method research design, combining qualitative and quantitative approaches to ensure a comprehensive analysis. The qualitative data are obtained from interviews with employees and leaders, which are analyzed using NVivo to identify key themes and determine relevant performance evaluation criteria.

The quantitative data are collected through structured questionnaires and analyzed using the Analytical Hierarchy Process (AHP) to determine the priority weights of performance criteria based on pairwise comparisons. This approach enables a systematic and objective evaluation of both employee and leadership performance.

The study involves 8 employees and 6 leaders as respondents, selected based on their involvement in organizational activities. Employees evaluate leadership performance, while leaders assess employee performance.

3.2 Measurement Instruments

The main instrument used in this study is an interview guideline designed to explore participants' perspectives on performance evaluation. The questions are structured but flexible, allowing respondents to elaborate on their experiences and opinions.

The interview focuses on identifying:

- Key performance criteria for employees and leaders
- Factors influencing performance
- Indicators that reflect good or poor performance
- Challenges in performance evaluation within the company

The collected data are then processed and analyzed using NVivo software to ensure systematic organization and interpretation.

3.3 Data Analysis Method

This study employs qualitative data analysis using NVivo software to systematically identify performance evaluation criteria and their underlying sub-criteria. The analysis begins with the transcription of interview data collected from employees and leaders, which are then imported into NVivo for further processing. The data are analyzed through a coding process, where relevant statements are labeled and categorized based on their meaning and context. This process enables the identification of key themes and the grouping of similar responses, resulting in the formation of main performance criteria. Furthermore, each identified criterion is further explored and broken down into more specific dimensions, known as sub-criteria, which reflect detailed aspects of performance evaluation. In addition to coding, NVivo is utilized to conduct word frequency analysis to identify the most frequently occurring terms during the interviews. This analysis helps highlight dominant issues and strengthens the validity of the identified criteria and sub-criteria. To enhance understanding of the relationships between concepts, NVivo visualization features such as project maps are used to illustrate the connections between criteria and their respective sub-criteria. Finally, the results of coding, sub-criteria development, word frequency analysis, and visualization are interpreted comprehensively to produce a structured and data-driven framework for evaluating employee and leadership performance.

4. RESULT AND DISCUSSION

4.1 Results of the Project Map of Interview Data Using Nvivo

The following is the project map based on the criteria for employees; this project map provides an overview of the subcriteria identified during interviews with leaders:

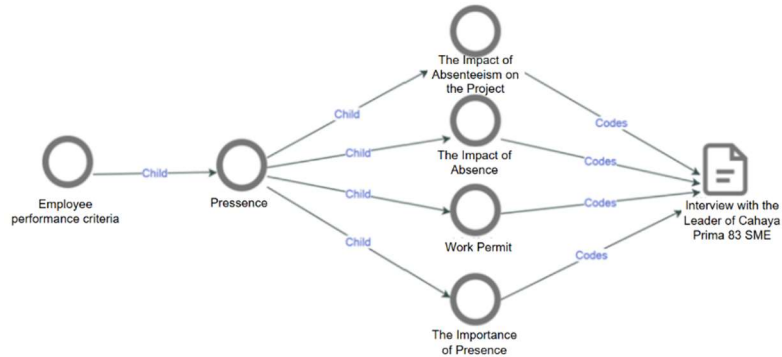


Figure 1. Project Map Derived From Interviews With the Leader to Determine Employees Performance Criteria. (Presence)

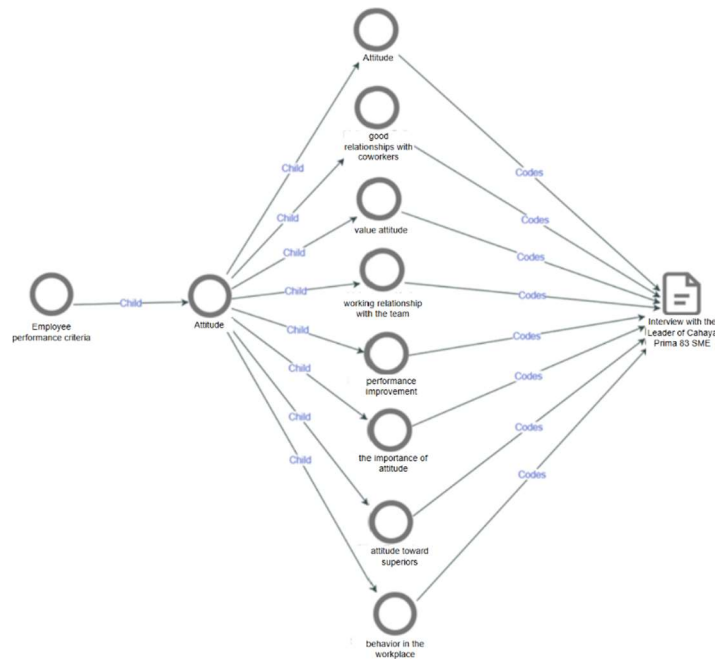


Figure 2. Project Map Derived From Interviews With the Leader to Determine Employees Performance Criteria. (Attitude)

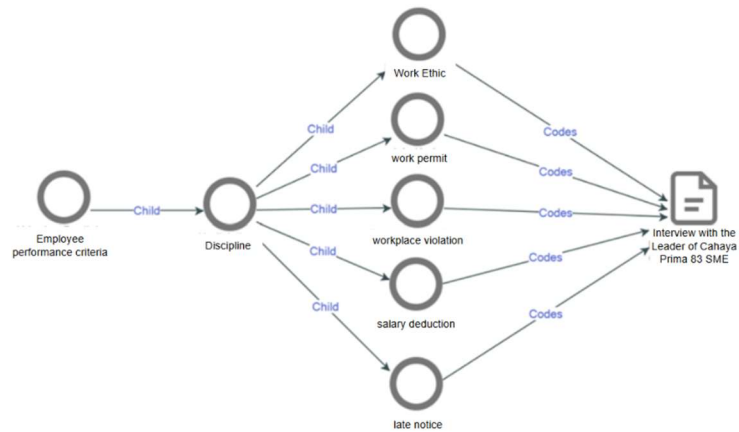


Figure 3. Project Map Derived From Interviews With the Leader to Determine Employees Performance Criteria. (Discipline)

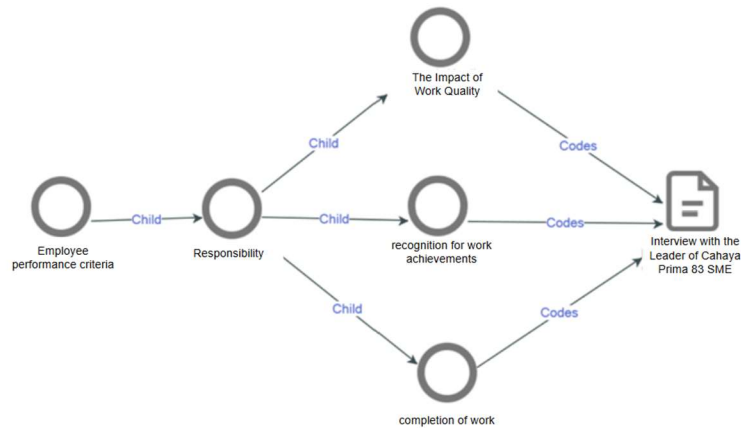


Figure 4. Project Map Derived From Interviews With the Leader to Determine Employees Performance Criteria. (Responsibility)

The following is the project map based on the criteria for employees; this project map provides an overview of the subcriteria identified during interviews with leaders:

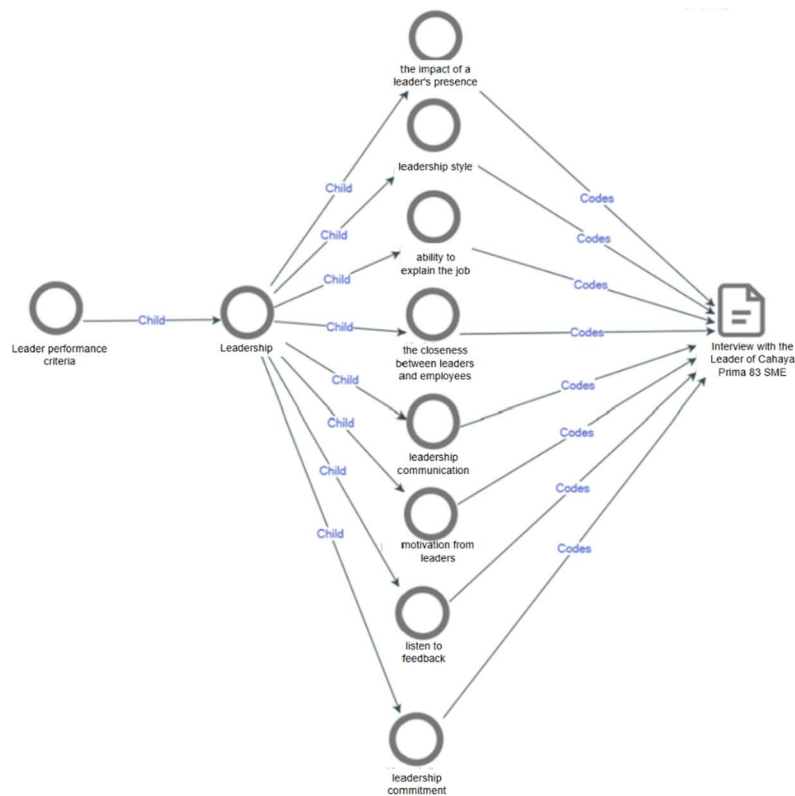


Figure 5. Project Map Derived From Interviews With the Employee to Determine Leaders Evaluation Criteria. (Leadership)

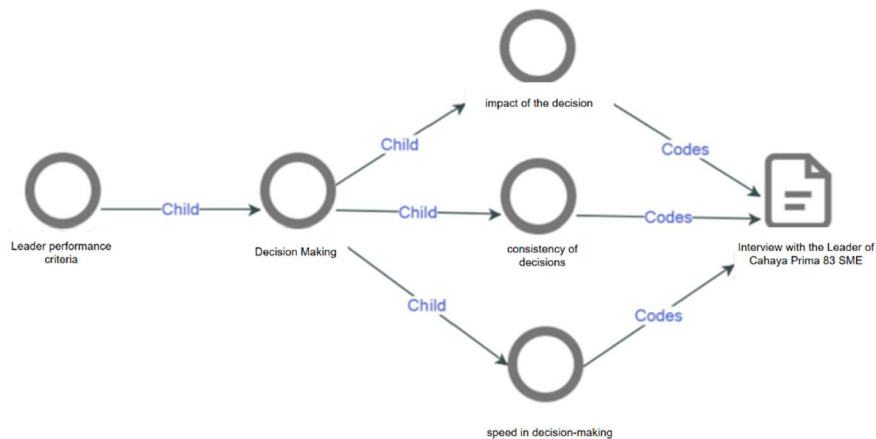
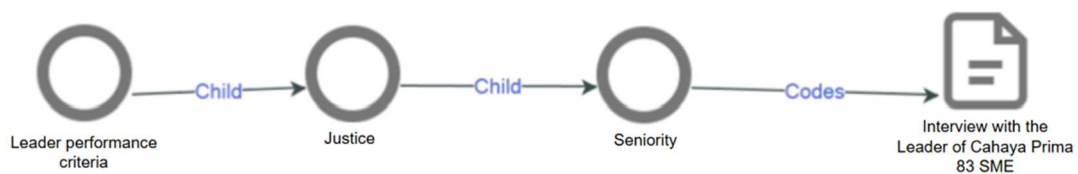
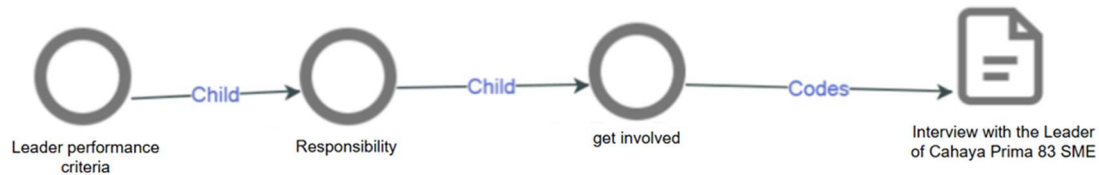


Figure 6. Project Map Derived From Interviews With the Employee to Determine Leaders Evaluation Criteria. (Decision Making)



**Figure 7. Project Map Derived From Interviews With the Employee to Determine
Leaders Evaluation Criteria. (Justice)**



**Figure 8. Project Map Derived From Interviews With the Employee to Determine
Leaders Evaluation Criteria.**

4.2 Results of the Word Frequency of Interview Data Using Nvivo

The following is the results of a word frequency based on criteria for employees, in which the word frequency list contains words that are frequently spoken during interviews:



**Figure 9. Word Frequency Derived From Interviews With the Leader to
Determine Employees Evaluation Criteria.**

The following is the results of a word frequency based on criteria for employees, in which the word frequency list contains words that are frequently spoken during interviews:



**Figure 4. Word Frequency Derived From Interviews With the Employee to
Determine Leaders Evaluation Criteria.**

5. CONCLUSION

This study aims to identify performance evaluation criteria for employees and leaders using NVivo as a qualitative data analysis tool. The findings demonstrate that NVivo effectively supports the systematic identification of key performance criteria derived directly from empirical interview data. For employees, the main criteria include attendance, attitude, discipline, and responsibility, while for leaders, the criteria include leadership, decision-making, fairness, and responsibility.

Through the coding process, the study not only identifies primary criteria but also develops detailed sub-criteria that provide a deeper and more comprehensive understanding of performance dimensions. In addition, word frequency analysis highlights dominant themes discussed by respondents, strengthening the validity of the results, while project map visualization clarifies the relationships between criteria and sub-criteria.

Overall, this study contributes to the performance management literature by offering a qualitative, data-driven approach to determining evaluation criteria that integrates both employee and leadership perspectives. The NVivo-based approach

provides a structured yet flexible framework that can be adapted to different organizational contexts. However, the study is limited to a single company and relies on subjective interview data. Future research is recommended to expand the scope across various industries and to integrate qualitative findings with quantitative methods to enhance robustness and generalizability.

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