



Analysis of application of key performance indicator with SMART-C

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ABSTRACT

The utilization of key performance indicators refers to the utilization of indicators that have distinctive characteristics, characteristics of measurement that can show changes that occur in a particular field so that the work result in quality and quantity achieved by a person in the course of carrying out their responsibilities are in accordance with the responsibilities that have been assigned. However, the application of this is not yet at its most effective for all of the workers of PT. Multi Jaya Samudera. The objective of this study is to conduct an investigation into the utilization of key performance indicators (KPI) with smart-c. The descriptive qualitative methodology was used for this investigation. The findings of the study require the management to make a commitment to implementing key performance indicators that are in accordance with smart-c and to paying attention to the vision and mission of the company in addition to the targets that are set forth in the management contract each year. This is done so that employees can make a measurable contribution to the implementation of key performance indicators assessments.

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1. INTRODUCTION

The hope of a company lies in the management concept of managing all of the company's resources, systems, and employees to ensure that the company's goals, as outlined in the vision and mission statements, as well as the organizational strategic plans, are achieved in an effective and efficient manner. This is supported by a detailed and comprehensive job description that describes in detail each of the duties and responsibilities of each employee in such a way that their contribution to each department will be seen. Performance measures must also be created in order to measure the progress that has been achieved. The department known as Human Resources (HR) plays a significant part in an organization, particularly with regard to the accomplishment of the company's objectives. Because a company's human resources can have a significant impact on its income or gains, you should not be shocked if every business keeps working to improve and enhance the workforce it already has. The management of human resources is an important aspect in the growth of a company; consequently, if the company can properly manage human resources, better known by employees will help improve

the potency and effectiveness as well as the efficiency of work of employees themselves. If the company can properly manage human resources, better known by employees will help improve the potency and effectiveness of the work of employees themselves (Saribu et al., 2020).

According to Gibson (Sagala et al., 2022), the question of why some employees have a worse performance than other employees continues to be a challenge for the leaders of organizations. It is possible that he is unable to finish the work that has been allocated to him; nevertheless, it is also possible that he lacks the motivation to work well. It can be explained by a number of characteristics, including ability, instinct, level of aspiration, as well as personal aspects such as age, education, and family history. However, not all workers have the same level of success. It is necessary to have a performance measurement system in order for it to be able to assist in informing the level of achievement to reach a vision and mission, in addition to the development of the firm. The purpose of this kind of activity is to increase performance since, from a financial point of view, it plays a very essential role in determining how well a firm is doing. Corporations that are primarily focused on earning profits in the near term as a result of focusing on this financial component are less able to steer and evaluate the company's path through a competitive environment. This is because companies are less able to see the big picture (Parwati et al., 2018).

The term "performance" can refer to either the outward behavior of working or the actual labor itself. Because performance is a kind of organizational building that has a dimensional quality, the manner in which it is measured differs depending on the numerous elements that are taken into consideration (Crossan & Apaydin, 2010) (Hansen & Wernerfelt, 1989). According to Moehariono (Arum, 2018), if workers are provided with a transparent view of the KPI, they will prioritize their task more. An employee can also know the area in which he is required to work and create output in accordance with predetermined targets with the use of key performance indicators (KPIs) (Selmeçi et al., 2012) (Enoma & Allen, 2007) (Brooks & Coleman, 2003) (Wall & Martin, 2003) (Konsta & Plomaritou, 2012). The usage of key performance indicators (KPIs) can also serve as a method of communication between higher-ups and lower-ups in an organization, as well as a method of conveying the goals of the business to all levels of an organization.

In this scenario, it is necessary to measure performance in an effort to steer the development of the organization in a more positive direction. In order for performance measurement to be carried out accurately, businesses need to establish performance indicators, specifically through the application of key performance indicators (KPI) (Murphy & Cleveland, 1995). According to Iveta (Nurwahidah et al., 2021), Key Performance Indicators are measurements that are quantitative and gradual for companies. They have a variety of perspectives and are based on concrete data. Key Performance Indicators serve as a starting point for goal-setting and the development of organizational strategy. In the meantime, according to Moehariono (Rahmatullah & Yaqoub, 2014), Key Performance Indicators (KPI) are measurements or indicators that will provide information on the extent to which success in realizing information is compared to predetermined strategic goals (Gusnadi & Hermawan, 2019) (Sanchez & Robert, 2010) (Wall & Martin, 2003). Additionally, in order to formulate KPIs, it should be able to meet several criteria in accordance with the principles that follow SMART-C (Chorfi et al., 2015) (Saprudin & Fauzy, 2022) (Erawan, 2019): (1) The key performance indicator (KPI) needs to be very specific and be able to indicate anything that is either very easy to comprehend or very distinctive when it comes to evaluating a work unit. (2) Measurable, in the sense that the KPI that is designed needs to be clearly measurable in both a quantitative and qualitative sense, as well as having units of measurement and a clear way to measure it; in other words, it must be measurable. (3) Attainable, in the sense that the KPI chosen must be attainable by the person in charge and valuable to either the unit in charge or the person in charge. (4) Can Describe the Causal Relationship Among Other Indicators The key performance indicator (KPI) that is selected and determined must be relevant in accordance with the organization's vision and mission as well as its strategic objectives. In addition, the KPI must be able to describe the relationship between other indicators. (5) Time-Bounded (there is a time restriction), which means that the selected key performance indicator (KPI)

needs to have a target date by which it must be achieved or it must be on time when the report is made. (6) On a continuous basis, the KPI that is established needs to have the ability to adjust the plan to advancements and changes in organizational strategy as well as the scope of programs that are created.

According to prior study that was carried out by Bayhaqi (2020), the design of key performance indicators for the performance appraisal system at PT. Inti Isawit Subur can employ indicators that are based on the existing perspective in the Balanced Scorecard that has been established (Bayhaqi, 2020). It is possible that the presence of a performance appraisal system will make it simpler for executives to exercise control over the performance of the firm, which will allow them to more rapidly implement adjustments and boost overall performance within the company. Calculating the value of each indication on the balanced scorecard that has already been developed is a step that can be taken to continue the design process for the performance evaluation system. Calculating the overall performance value at PT. Inti Isawit Subur will be simplified thanks to the availability of an assessment. The findings of a study that was carried out by Prakoso (2017) come to the conclusion that decision-makers can increase performance on key performance indicators (KPIs) that have scores lower than 7, specifically KPI 10 (number of complaints) and KPI 13. (incentives) (Prakoso, 2017). Another measure that can be taken is to enhance facilities that have become the source of complaints from customers. For example, repairing air conditioners would fall under this category. Aside from that, collaborating with public and private institutions in order to boost the amount of money made does not solely depend on the number of rooms that are rented out; it may also boost the hotel's overall popularity.

As a result of previous research, it is possible to assert that the Key Performance Indicators are useful tools for measuring, monitoring, and managing the performance required to improve the company and accomplish the company's goals. In addition, the KPIs are useful tools for assisting company teams in concentrating their efforts on the most important matters, providing important information to company management and owners, and fostering sustainable company growth. Performance results that become more measurable can be used as a reference for giving awards or rewards to employees whose performance is better, and employees can be given punishment or punishment for employees whose performance is not good. In addition, performance results can be used as a reference for giving awards or rewards to employees whose performance is better than other employees. With the KPI being applied to the employees of PT. Multi Jaya Samudera, it is intended that the employees would have a better understanding of the targets that have been set by management for themselves. Employees may find this to be an incentive to work harder and more efficiently in order to meet the goals that have been set. However, in the application of Key Performance Indicators (KPI), there are challenges in the form of user or employee delays in inputting and providing work reports that are measured by KPIs every month; data that is not updated or is not in accordance with actual data; employee incomprehension in terms of inputting or providing reports that are measured by KPIs; and data that is not updated or is not in accordance with actual data. Each of these challenges presents a barrier to the successful implementation of KPIs.

2. RESEARCH METHOD

A design, also known as a research design, refers to everything that encompasses the method that is utilized in research (Wiles et al., 2011) (Groat & Wang, 2013) (Crowe & Sheppard, 2012). In this study, a qualitative descriptive approach is utilized, which entails the accurate measurement of many societal occurrences (Starman, 2013) (Fletcher, 2017). It is anticipated that the utilization of this design strategy would be able to identify the variables for the phenomena that are investigated in great detail (Easton, 2010). The researchers conducting this study opted to employ descriptive research methodologies in conjunction with qualitative data analysis as their methodology of choice. Because this research does not involve hypotheses and variables, it is referred to as a descriptive approach because it just describes and analyzes events that have already occurred without giving the objects being researched any special consideration (Prasanti & Indriani, 2017). This research aims to make a description, more specifically, a methodical, factual, and correct explanation of the use of key performance indicators with SMART-C and the relationship between the phenomena that have been researched (Bibri, 2020). In qualitative

research, data collection techniques include observation, interviews, and documentation studies with data sources. Primary data sources include direct interviews with related parties (HRD managers and employees), and secondary data sources include literature related to the SMART-C method, individual assessments, and journals related to the topic. The use of triangulation methods was essential to ensuring the reliability of the findings from the investigation. Triangulation is a method of testing the validity of data by utilizing anything other than the data for the purpose of checking or as a comparison to the data. Triangulation is a technique that checks the validity of the data by using something other than the data. The data validity in this study makes use of source triangulation, which means that it compares and checks back the degree of trust in information obtained through different times and tools. This is done by: (1) comparing what is what people say in public with what is said privately; (2) comparing what is what people say in public with what is said privately; and (3) comparing one's circumstances and perceptions by sharing opinions and views (Allison, 1980).

3. RESULTS AND DISCUSSIONS

The strategic plan that has been established for the company, of course, becomes a reference for every employee to make the maximum contribution, and in this instance, organizational commitment is required in order for its implementation to be successful. The process of individuals (workers) identifying themselves with the values, regulations, and goals of the organization is the focus of organizational commitment, which is essentially identical to the focus of individual commitment. In addition to this, organizational commitment necessitates an engaged working connection between the employee and the company or organization. Because workers who demonstrate a high level of commitment have a strong desire to contribute more of their own energy and responsibilities toward ensuring the health and prosperity of their place of employment (Sagala, 2021). A key performance indicator, which also serves as a measuring tool, is required in order to determine the degree to which the company's vision and mission have been accomplished. This can be determined by determining the extent to which the strategy that the company has implemented has been carried out. There is always a way to evaluate the success of a strategy selection, whether it be in a work setting, a business process, or a firm. It is difficult to evaluate the degree to which a company or person in a business process can be deemed to be effective when there is no metric by which success can be measured. Both employers and employees have a need to determine indicators of the effectiveness of business strategies at work or business operations. This need is actually a necessity. The shareholders of a company always want feedback on the health (health or disease) of their firm, and the measurement of the productivity of business processes is the response to their need to get this information. Therefore, having a Key Performance Indicator is the answer to the demand of employees who have always wanted a more objective measure in evaluating their job outcomes. This need may be satisfied when an organization has a Key Performance Indicator (Syafarani, 2020).

In order to properly set a key performance indicator (Key Performance Indicator) for PT. Multi Jaya Samudera, it is necessary to adhere to the SMART - C requirements, which are summarized here: a) .Specific (Specific) Performance indicators must be specific, detailed and focused. These indicators must reflect the company's goals PT. Multi Jaya Samudera. After compiling the organization's KPIs, the next KPIs are also prepared for the part of the company under it so that each individual KPI is formed. b). Measurable (Measurable) Key performance indicators must be measurable and objective, such as using numbers. For example the number of complaints and the number of work accidents. In addition, indicators that can be measured must also show whether the success rate of performance is very good, good, less or still not good. c). Achievable (realistic / can be achieved) because it is used as a measurement guide, the KPI must be realistic. The targets set in it should be achievable by all related parties. An indicator whose value is too low can result in the KPI being set being underestimated so that there is no motivation for each implementer to achieve an expected target. Conversely, if the indicator is too high, the people with an interest in it will feel pessimistic because they already feel that it is impossible to achieve this. That is why KPIs must be prepared in a realistic and achievable manner;

of course by taking into account the existing conditions or situation. d). Relevant (Relevant) KPIs are created because they play a very important role in an organization, so of course these indicators are reliable. With KPIs, everyone working in the organization can get an idea of what goals the company wants to achieve and what needs to be done to achieve these goals. e). Time-Bound (Time Limit) Achievement of performance indicator goals/targets has a clear time limit. Setting time targets is also an important thing to pay attention to when compiling KPIs. The unit of time used can be adjusted to the target to be achieved; it can be hourly, weekly, monthly or per date. For example, the target time for preparing financial reports is determined every 1st of each month. f). Challenging (Challenging) Performance indicator targets/targets set to increase from the achievement of the previous period and become a management challenge to improve organizational performance.

A Key Performance Indicator (KPI) at PT. Multi Jaya Samudera is determined in the following ways: a). Based on the company's strategic objectives PT. Multi Jaya Samudera, the work plan and targets set in the management contract identify all data or information that is relevant to the successful implementation of the company's strategic plan. b). KPI weighting is carried out to determine KPI priority for overall company performance with a total weight of 100. c). Set KPI goals/targets to be achieved by taking into account the targets set forth in the management contract. The target is determined in the form of a percentage (%) or nominal or rupiah, depending on the type of KPI. d). Determine the number of KPIs for each individual or employee according to the division of each employee. The total number of KPIs should be 5 to 10 points. For example the KPI for the HRD Division of PT. Multi Jaya Samudera, namely: ship visits, realization of ship crew procurement, legalization of documents and administration, implementation of employee training, implementation and evaluation of employee assessments, number of ideas and innovations. e). Determined the time frame for the validity of the KPI at PT. Multi Jaya Samudera, which is valid for 1 year. f). The process of measuring and reporting performance is carried out regularly every month. g). At the end of the KPI period, an evaluation is carried out, ratification of achievement results, as well as a feedback process for performance indicators in achieving them.

The process of establishing, monitoring, reporting, and evaluating KPIs for PT. Multi Jaya Samudera is carried out in the form of a cycle as outlined in the figure below:

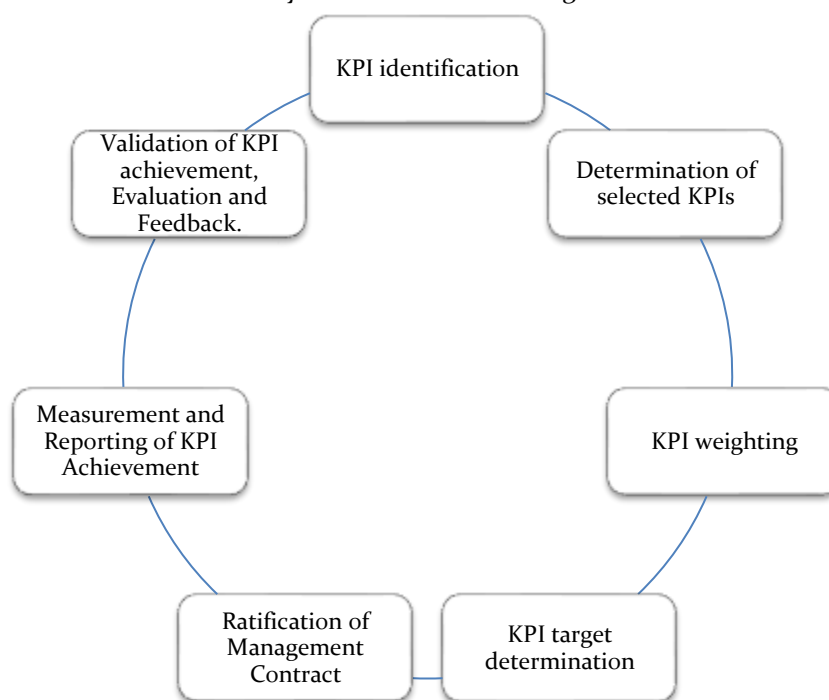


Figure 1. Cycle Key Performance Indicator PT. Multi Jaya Samudera

The policies, strategies, business processes, and operational activities of each organization are really what determine which performance indicators will become KPIs. Because of this, the process of determining which key indicators will be selected will differ for each organization within the company or division. The purpose of KPI weighting is to put more of an emphasis on the KPIs that have become more of a concern or priority in its achievement. One method for establishing if a Key Performance Indicator (KPI) complies with one of the criteria is to examine whether or not the KPI fulfills the requirements of the criterion. Because a weighting that is too little (less than 5%) implies that there are too many KPIs specified, the bare minimum for each KPI is a value of 5 percentage points. The sum of the weights of all of the KPIs must equal one hundred percent. The Top-Down strategy is used for setting KPI at PT. Multi Jaya Samudera. This approach is based on a management contract that is passed down from the manager to the staff that works below him. The fact that employees are only focused on management contracts is both a strength and a weakness of this technique; nonetheless, the advantage is that the manager's objectives and strategies can be accomplished using this method.

To facilitate management in monitoring and marking the achievement status of each KPI, one method used is the Traffic Light System, namely: a). Green and Blue Status: KPI achievement of 100% of the target or exceeding 100% of the target b). Yellow Status: KPI achievement below 95% - 70%. c). Red status: KPI achievement below 70% of the target.

The key performance indicator (KPI) formula currently used by PT. Multi Jaya Samudera namely:

$$R = \frac{\text{Achievement}}{\text{Target}} \times 100\% \dots\dots\dots (1)$$

Explanation:

- R : Realization calculation
- Achievement : Achievements obtained by employees
- Target : Targets to be achieved by employees

The following is an example of a Key Performance Indicator (KPI) in the HRD division of PT. Multi Jaya Samudera in the period June 2016.



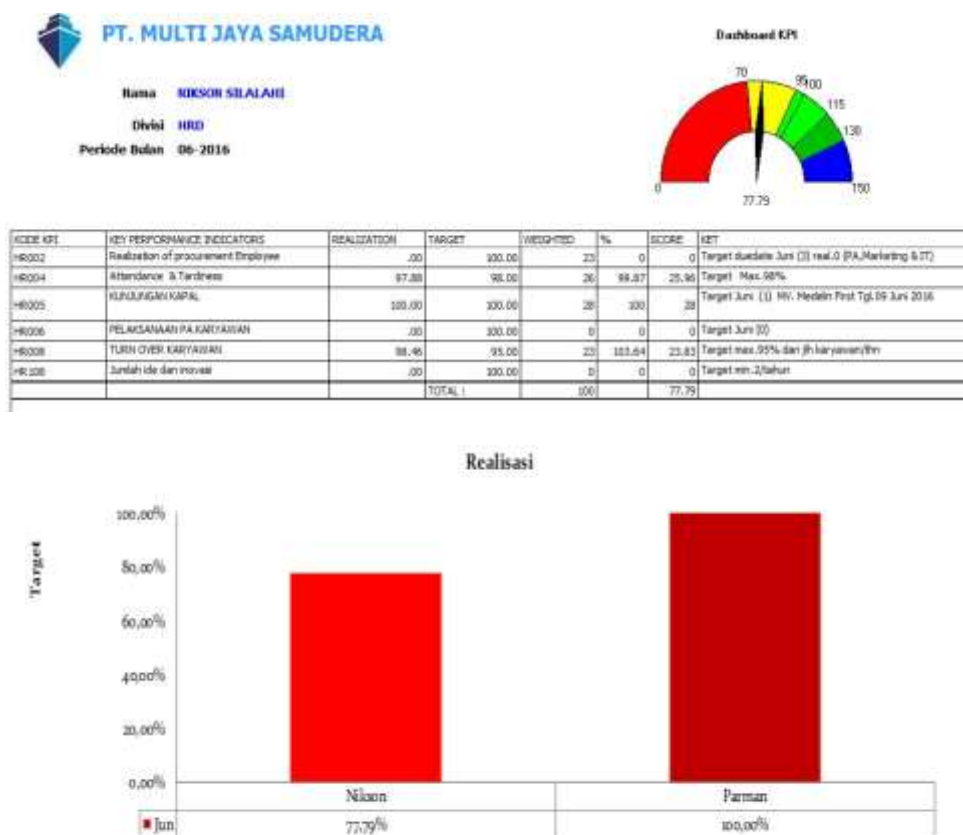


Figure 2. Example of Employee KPI PT Multi Jaya Samudera

Each worker gains a greater awareness of the job results that are required of him as a result of the process of defining the appropriate key performance indicators (KPI). Because of this, workers at PT. Multi Jaya Samudera will be motivated to perform their jobs to the best of their abilities in order to meet the performance goals that have been established. A key performance indicator (KPI) can be a signal for divisions that provides an overview of the direction of performance that requires improvement, chances for performance improvement, and determines the success of improvement efforts that have already been done. As a result of the fact that the outcomes of attaining KPIs provide the basis for awarding rewards and punishments, KPIs are also effective for inspiring employees to work hard and behave in a positive manner. You are able to measure the trends in employee or division performance using Key Performance Indicators (KPI), which allows you to determine whether there has been a substantial increase or drop. There are also challenges inside its application, such as delays caused by users or employees while submitting monthly KPI targets and giving work reports that need to be monitored KPI and input data that is either out of date or does not match concrete facts. Another reason for this is that staff members do not have a clear understanding of the key performance indicators that need to be met. Despite the challenges that have been encountered, the implementation of KPI with Smart-C is continuing to be improved. Some of the changes that have been made include: setting the reporting date for monthly KPI plans and monthly KPI realization; ensuring that each division manager verifies the KPI his or her staff before it is assessed and then handed over to the HRD division; setting realistic KPI targets with reference to company targets; and meeting the SMART-C criteria, which include being specific, measurable, attainable, relevant, time.

4. CONCLUSION

Key Performance Indicators (KPI) are put into place by the firm to ensure that it continues to exist and is able to continue its expansion. This is done so that the company can continue to maintain its professional resources. It is very dependent on the policies, strategies, business processes, and operational activities of each division in the organizational structure to set performance indicators that become KPIs. Because of this, the process of determining the selected key indicators will vary but will still have the same goal in accordance with the management contract that was established. management uses the Traffic Light System as one of the methods for monitoring and marking the achievement status of each KPI. This is followed by the division head at PT. Multi Jaya Samudera carrying out a performance dialogue at the beginning of each month with the agenda of discussing performance achievements for the previous month and the problems encountered in the process or efforts to achieve this performance so that solutions to problems can be obtained and the hope is to improve performance. This will also have an effect on the evaluation of key performance indicators (KPI) that takes place at the end of each employee's fiscal year.

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