

PERFORMANCE EVALUATION SYSTEMS AND LEADERSHIP

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ABSTRACT

Purpose- This study aims that the performance evaluation systems practiced by associating the leadership concept and the performance evaluation system will make significant contributions to the academic literature. Additionally, the study is expected to help leaders with understanding the importance of performance evaluation systems in the business world and its contributions to the development of a successful business leadership, and to propose leaders some useful suggestions on how performance evaluation systems can be executed successfully.

Methodology- In this study, first of all, the concept of performance evaluation and why performance evaluation systems should be applied in companies are discussed. Then, the importance of performance evaluation systems in the company for leaders and their contribution to management systems are explained. It has been mentioned how performance evaluation systems and in which departments of an organization should be used mostly to reach organizational success. Then, the performance evaluation process and methods are explained. In the final part, the features of an accomplished performance evaluation system necessary for accomplished leaders to establish an effective leadership system in the organization are explained and the implications of problems encountered in the performance evaluation systems that prevent the accomplishment in business leadership are discussed.

Findings- The factors that many businesses have control over are simply the conditions within their own business organization. In fact, it is still not possible to say that many business leaders have 100% control over these factors. This is where the importance of the concept of leadership is felt in a business organization. If a leader could maintain performance evaluation system and manage the employee's performance system in an effective manner, it will not be difficult or a coincidence for him to achieve success in organization.

Conclusion- The most important point of the performance evaluation is that it is not the person who is evaluated, but the value of his performance. Leaders should distinguish the performances of employees by establishing an effective and objective performance evaluation system and act according to the results. This will both motivate the employee to work and enable the establishment of a healthy organizational structure.

Keywords: Performance evaluation system, leadership, performance management, performance evaluation methods, employee performance.

JEL Codes: M10, L20, L25.

1. INTRODUCTION

The ups and downs in the economy and the uncertainties in the stock market are increasing day by day. In addition, new technologies continue to develop rapidly, which can completely override integrated business models with advanced technology overnight. Sometimes technological developments that completely eliminate the functionality of business models, and sometimes only the presence of strong competitors in the competitive environment can cause this rapid change. Unfortunately, companies often do not have the control to suppress the power of their competitors.

Pople who have the sole control over the facilities of a business organization and its performance management system are called as the leaders, and if the leaders manage the organizations and provide effective and efficient performance evaluation systems in the organization, they can take organization under their control successfully and the organizations reach the success in business facilities. The leader, like a conductor, skillfully determines the rhythm of the music in the establishment; sometimes he directs

the music as he wishes, sometimes by a fast rhythm and sometimes in a slow tempo, with his baton swinging in his hand in naive movements.

If a leader aims to have successful and high-performing company, the leaders should focus on the performance of the employees and these employees should be particularly interested and inspired by middle managers in the light of business strategies that the leader has set for the company. Recent studies argue that ensuring the commitment of employees to the organization and improving the performance of employees in the company depends on establishing the right communication among organizational levels.

Performance issues in organizations, organizational level business communication and organizational commitment have gained more significance today, especially during the Covid-19 pandemic period. Leaders who desire to reach the organizational achievement that they aim about company performance, provide and sustain employees' motivation and increase their loyalty to the organization. To do that the leaders also should develop good relations with senior and middle-level managers as well and have set effective communication business channels in an organizational structure.

Especially the most common mistake of those who work in difficult conditions such as the conditions of the current pandemic, and perhaps all of us, is to protect ourselves from each other. We usually waste our time and energy for this. I say wasted; Because this approach does not do much other than weakening the strength of our business. In fact, by doing so, the organization's resources are transferred to useless work without realizing it. However, if employees feel safe within the business organization by avoiding anxiety and worry, they can comfortably combine their talents and strengths to achieve a single goal. In this way, it can be easily focused on a single point in order to overcome the dangers outside and seize the opportunities discovered and transfer the resources of the enterprise to the right place despite all the difficulties.

2. LITERATURE

In short, the most fundamental role of a leader by making his employees in his business feel safe within the organization; to try to solve whatever problem and concern they have and to make them feel belonging to the organization they are in. One of the best examples of implementing this is a technology company located in America (Sancino and Hudson, 2020: 723-724). The CEO of this New York-based company, the leader, asks the following question, which clearly sets out his approach to business employees: People are all having a hard time in the family (Haslam, Reicher and Platow, 2020: 396-404).

Would it be the first thing you did at such times to lay off your child with whom you worked at your business? The answer of this question; of course, none of people would ever do that. So why is it that the first thing we do when employees in our organization go wrong or worry and underperform is firing them?

This company in the example is a company that has achieved sustainable success in its sector for many years, and contrary to what you all think, it has implemented a lifelong employment policy and it is seen that its business performance was not affected negatively by this practice. All employees are confident that when they start at the company they will never be fired for poor performance (Rozi et al., 2020:55-56). They know that there are experts to coach them when there are problems with their performance and they are ready to provide them with the necessary support.

Here is a general accepted definition of an accomplished leader. The managers have such an imitable vision of future of the company and business facilities are called as successful business leaders (Alrowwad and Abualoush, 2020: 196-222). Hence these accomplished managers usually prefer to make sacrifices in order for their employees to be safe and protected, and by ensuring that their employees gain profit under all circumstances. They firmly maintain them the believes that they will threaten them like their families and do the sacrifice required for their business without hesitation. These are what all employees expect from their leaders do.

Leaders should have innovative features. Leaders improve the innovative approaches and facilities in the companies. Leaders must face all possible difficulties that they may encounter while integrating innovative processes into the business level facilities. Leaders do not have to generate innovative ideas; but they must develop and encourage an innovative organizational culture which will allow these innovative products and services to emerge in the companies own organizational culture.

Leaders should ensure that employees at all levels no matter lower, middle or upper levels gain innovative vision and use their imagination to encourage innovation. Leaders are inspiring, and one of the most common methods of inspiring is the employee's question of "What can be done at any moment?" rather than just accepting what is a reality. They encourage their employees or followers asking continuous questions and they support their followers' questioning perspective and envision them.

Besides, leaders establish project teams to encourage teamwork in organizational culture where they bring together their employees from various perspectives and areas of expertise and organize brainstorming techniques. Leaders should set idea development workshops on various topics. In such teams, employees feel that their ideas are valued and are more motivated to develop innovative ideas, and it is ensured that the views of the employees are constantly improved. In addition, when advanced technology integrated systems are used during the idea development workshops, it is almost impossible to imitate the innovative products and services developed as a result of the innovative idea created by the rival companies.

When leaders act with the safety of employees in mind and makes them feel this. The leaders develop their sense of belonging to the organization they are in, allowing their employees to adopt the mission of their business as one of the personal goals about their lives. The performance of employees who chose to sacrifice their own individual comfort by sacrificing their comfort for the business in every job that needs to be completed allows unexpected extraordinary performance results and success to be achieved.

3.PERFORMANCE EVALUATION CONCEPT

Performance; is a concept that determines, quantitatively or qualitatively, what is obtained as a result of a purposeful and planned activity in general (Modi and Mishra, 2010: 549-551). Performance evaluation is the study aims at determining the actual success of the employees in a certain period and their development potential for the future (Narkunienė and Ulbinaitė, 2018:131-134). Performance evaluation process is a process that includes determining performance targets, measuring performance, providing feedback to the employee and motivating (Büyükoğuzkan and Karabulut, 2018:263).

3.1. Purposes of Performance Evaluation

The main purpose of performance appraisal is to communicate the business mission to all employees, to examine the progress towards the business goals regularly and in a planned manner, to make a common discussion about what work will be done by the manager and the staff, how to achieve the desired results and the extent to which the goals agreed with the performance to reach understanding (Niiranen, 2008: 1221).

Performance Evaluation has two purposes. First goal is to learn about job performance. Management staff of an organization cannot and should not make managerial decisions without the information gained from performance evaluation. If it is desired to facilitate the management of the working unit and personal performance in relation to the organization objectives in a broader sense, first of all, information about the job performance should be obtained (Niiranen, 2008:1219). The second purpose of performance evaluation is to provide feedback on the extent to which employees approach the standards determined in job descriptions and job analyzes (Niiranen, 2008:1220). For example; Managerial decisions regarding remuneration policy, promotion system, professional development, job design and discipline, determination of recruitment criteria, training issues, other managerial activities are among the information obtained from performance evaluation (Behn, 2003).

3.2. Importance of Performance Evaluation

The performance evaluation provides some benefits to business leaders. Improving communication and the performance of individuals and the organizations, identifying the strengths and weaknesses of workers, revealing existing and potential future problems, revealing improvement requirements and training needs of employees, providing more valid and useful information that allows the high level of job satisfaction and obtaining more reliable data gathering on positive manner of employees' behaviors are the positive outcomes of performance evaluation of the successful leaders (Shingler et al., 2008: 1103-1104).

The performance evaluation maintains some benefits for subordinates. Determining and clarifying the roles of the employees, increasing the satisfaction from the job, improving the self-confidence provide the organizations the opportunities to learn more of their own strengths, the opportunities to debate and argue the goals of the organization and its vision and the sustainability of the relationships by examining the results of the performance training, development (Azzopardi and Nash, 2013: 222-233). Besides the rewarding mechanisms according to performance evaluation results provides employees some additional benefits that motive them to persuade the goals of the organizations.

The performance evaluation provides some benefits for the organizations. Improving the performance of individuals and units, increasing profitability and efficiency, improving the quality of the service, making the information regarding personnel turnover more valid, and seeing a need for motivation at the institutional level are among the benefits provided to the organization (Tetiana et al., 2018: 2-10).

4. THE PERFORMANCE MANAGEMENT SYSTEM

The organizational structure, which influences the performance management system not only as a business system in a regular basis but also as a combination of all dynamic business processes in the organizations. A critical management system in organizations aims to regulate, evaluate and develop the performance of employees and approaches affecting the performance evaluation from a broader sense of vision called as the Performance Management System (Lawler, 2003).

There are six main stages of the performance management system (Merinov et al, 2020:235-237). These are;

- ✓ The individual performance planning (through goal setting meetings between the subordinate and the superior at the beginning of the term),
- ✓ The determination of the necessary criteria to evaluate individual performance (selection of performance evaluation methods),
- ✓ Reviewing the performance in line with the selected methods (filling the evaluation forms in line with the predetermined principles and evaluating the performance),
- ✓ Providing feedback to the assessed individual regarding his performance (Conducting evaluation interviews),
- ✓ Coaching to improve performance in line with the feedback provided to the individual,
- ✓ The performance evaluation results are the basis for individual decisions (remuneration, promotion, career development, training, etc.) (Aguinis, 2019: 319-323).

The official who will carry out the evaluation program should have sufficient monitoring capabilities and be in a position to closely monitor the staff. In addition, evaluating the employees and customers and referring to their opinions will have positive results in terms of the success of the performance evaluation process.

There are seven main tasks that companies can apply the Performance Management Systems. These are;

Human Resources Planning: The strategies of the business organizations are transformed into individual plans and goals. These strategies are tried to be realized in integrity with general purposes. For instance, if an organizational strategic plan envisions introducing three new products to the market within the following years, it will require research and development, production, marketing parts etc. in the organization to achieve these purposes. Lots of people working in the units require action. Employees' performance values constitute the basic building block in the studies in the facilities on Human Resources Management Department (Gruman and Saks, 2011:125-128).

Procurement and Selection: Data on the performance levels of the existing employees are also required in the planning studies carried out to determine the required qualifications and the number of employees for the organizations to achieve their goals. For instance; performance evaluation results influence a system that contributes to the staff planning function by determining the decisions regarding promotion and appointment (Aguinis, 2019: 319-323).

Training and Development: The success of the training and development activities in organizations depends on the well planning of these activities. To illustrate; if the job requirement of an employee is technical drawing skills, the evaluation to be made can determine whether the employee has a skill deficiency in this regard (Miri et al., 2014: 228-231).

Career Planning and Development: Career planning and development process can be evaluated as an individual or an organizational perspective. In both cases, the data obtained as a result of performance evaluation constitute the basis for determining the strengths and weaknesses of an employee and the potential improvement of the employee's skills (Rothwell et al., 2015:231-235).

Pay Salary Programs: Performance Evaluation results provide a basis for rational decisions about wage adjustments. Data obtained as a result of performance evaluation are used in decisions regarding the distribution of wage increases and other monetary awards (Risher, 2000:27-33).

In-house Employee Relations: Performance Evaluation data are used to make decisions about internal employee relations such as motivation, promotion, rank reduction, dismissal, dismissal, transfer (Eaidgah et al., 2016:211-213).

Evaluating Employee Potential: Some organizations try to evaluate employee performance while evaluating job performance. The best indicator of future behavior is past behavior. An employee's past performance does not mean that the employee will perform

well at a higher tier. Therefore, the full potential of the employee must be revealed and the employee should be promoted to a managerial position appropriate to the employee's potential (Ahmed and Kaushik, 2011: 102-109).

5. PERFORMANCE EVALUATION AND ENVIRONMENTAL FACTORS

The Performance Evaluation Process has five main stages. These are 1) Performance Evaluation Plan, 2) Qualifications to be Evaluated, 3) Determination of the Evaluators, 4) Multi-Source Evaluations: 360 Degrees and 5) Evaluation Period.

Regarding the Performance Evaluation Plan, achieving the expected benefits from performance evaluation depends on the development of a systematic individual evaluation plan and monitoring a certain process, rather than random evaluation.

Based on qualifications to be assessed, personality characteristics; depending on the nature of the profession and the work done, individuals are evaluated according to personality traits such as attitude, judgment and common sense, appearance, initiative, attitude towards friends, desire for cooperation, reliability, dignity in cases where the character of the person is important or is handled together with personal success. In terms of behavior; it is the evaluation of the person's behavior related to the task. In terms of competencies; when competencies are taken as criteria, they are evaluated according to whether individuals show attitudes and behaviors expected of them for superior performance (Aguinis and Pierce, 2008: 139-145). Task outcomes bring the evaluation of the results according to the nature of the work done by an employee. Recovery and improvement are generally accepted as the factors such as an individual desire for success, obtaining information, analytical thinking, customer focus, cooperation and teamwork. These factors are also evaluated according to the tasks the employees have to complete (Aguinis, 2019: 319-323).

Determinations of evaluators consist of the evaluation process by the closest superior or supervisor, colleagues and subordinates to whom the employee is affiliated, self-evaluation of employees, evaluation by a committee or group, and customer evaluation processes (Rozi et al., 2020:57).

Regarding Multi-Source Evaluations: 360 Degrees, the performance of an employee depends on the process of evaluating the performance in the light of job multitask data gathered from his colleagues, managers, superiors, subordinates, internal and external customers, other members of the project teams that the employee is a part of (Simmons, 2008: 463-468).

The significant point of the performance evaluation period is in what time interval the evaluation period will take place. The evaluation period is common practice and almost an obligation in organizations to do once in a year. Usually, an assessment can be made at times of increase in wages or before making decisions on promotion and transfer, or when the employees' supervisor, leader, position or qualifications change (Rozi et al., 2020:58-61).

6. THE PERFORMANCE EVALUATION METHODS

6.1. Graphic Measurement Method

The Graphic Measurement Method is the oldest and most useful the performance evaluation method. A form is given to the assessor for each subordinate to evaluate. The evaluator makes the evaluation according to the criteria in the graphic measurement form. This method is suitable for small businesses that having few employees (Bititci, Cocca and Ates, 2016: 1582-1590).

To give an example of this method: The closest superiors who will make the evaluation are given a printed form for each person to be evaluated and asked to fill in. In this form, the qualifications that the employee should have and the numbers showing their various degrees or good, good, weak, etc. There are adjectives. A numerical value is also given to each adjective. The evaluation is made by marking the place deemed appropriate by the authorized supervisor. The total evaluation result is found by adding the values that correspond to all criteria. By comparing the total numerical values with each other, it is determined how successful each subordinate is compared to the other (Ensslin et al., 2015: 995-997).

6.2. Forced Distribution Method

In this method, it has been developed in order to prevent the evaluators from clustering the employees they evaluate with subjective judgments anywhere in the evaluation scale and therefore inconsistencies that may arise.

In this method, which is similar to the compulsory distribution method in terms of application, it is possible to rank the employees from top to bottom from the most successful to the least successful and assign points. Thus, a ranking among the employees is created (Giumetti et al., 2015:180).

6.3. Mandatory Selection Method

The form of this scale includes many descriptive evaluations, each consisting of four or five sentences. The evaluator marks the two sentences that best describe the individual. There are two positive and two negative evaluations for the worker in each quarter. Then the assessment is scored and evaluated.

It is a method based on the rater to choose one from each group among the grouped criteria. In order to prevent the positive appraisal tendency in the graphical measurement method, some statements are given to the evaluator that cannot be easily predicted which one has a high score, and the evaluator is forced to choose one of them (Podgórski, 2015).

6.4. Critical Incident Method

The critical incident method is based on the principle of determining the extraordinary positive or negative behaviors of the employee instead of evaluating the routine business activities and making the evaluation based on these critical or interesting events only.

For example; in this method, the supervisors who will make the evaluation are asked to record interesting events showing the success or failure of each subordinate to be evaluated during the evaluation period. The method is inspired by observations and practices during the war. The critical events and behavior that were effective in the success or failure of the aviators who took office in the war were carefully observed and a "critical events list" was prepared with the help of the interviews made with the relevant people (Damoah, 2018:332-333). Then, the officers were evaluated by determining the appropriate or contrary behaviors to the critical events written in this list. In this method, the evaluation is based on observations and concrete events throughout the period, not on the impressions during the evaluation. On the other hand, reminding the relevant negative events observed in the critical event method allows the subordinate to correct his behavior.

6.5. On-Site Inspection and Observation Method

This method provides managers and supervisors with the professional help they need in the assessment. In this method, a personnel department representative leaves his desk and goes to the supervisor's duty area to obtain information about the work of individual employees. Later, the human resources specialist prepares a report about the success of the subordinate by asking questions to the supervisor (Chen et al., 2010:237-238).

6.6. Behavioral Basis Assessment

The Behavioral Basis Assessment consists of a combination of traditional evaluation scales and critical event method elements. It is aimed at measuring to what extent individuals can exhibit behaviors that will effectively fulfill their specific job requirements.

This method, which is created by using the compulsory selection method and the rating method together, is based on the principle of marking the only option that indicates the status of the employee. Allowing the employee to participate in the preparation of the behavioral evaluation form enabled the employee to adopt the form compared to other methods (De Waal, 2003: 689-693).

6.7. Results Based Systems

In the result-based system, managers and subordinates come together to determine individual goals or objectives for the evaluation period and review the level of achieving these goals at the end of the period. At the end of the evaluation period, the extent to which these goals have been achieved is checked (Folan and Browne, 2005:670-675).

6.8. Team Based Performance Evaluation

There are three factors are used in team-based performance evaluation:

- ✓ The amount of process improvement achieved by the team; measured by outputs, results, process measurement and customer satisfaction. These measures are made into a single score and allocated to each member of the team.
- ✓ Contribution of the individual to team process development efforts; contributions of the individual, contributions made in team meetings, and process analysis to be done by the individual. The contributions made are reflected in the current performance.
- ✓ The level of skills developed by the employee to develop the process and contribute to the team: it is the manager's evaluation of the efforts made by the person to improve the process. The purpose of this evaluation is to reward employee development (Aguinis and Pierce, 2008: 139-145).

7.THE FEATURES OF EFFECTIVE EVALUATION SYSTEMS

The Performance Evaluation data should be examined as a whole and analyzed in detail. The results of the performance evaluation data, the factors that cause these results and how to achieve the desired results are very important. The reliability and success rate of the performance evaluation system, those affecting this reliability and success rate should be determined. What subjects will performance data be used for? Is it allowed to make the staff feel their presence in the performance evaluation system? All these have a very important place in the analysis of performance evaluation data and interpretation of the results.

Features of a good evaluation system; relationship with the job, trained evaluators, performance expectations, standardization, continuous open communication (Roshanov et al., 2013:346).

Evaluation criteria should be determined through job analysis. Job Knowledge and Ability, Individual Characteristics, Basic Quality and Quantity of the Work can be given as examples to these criteria. Evaluation of employee performance is usually given to those who observe the work or above the employee. The person should be educated regardless of the evaluation (White, 2014: 5-12).

Managers and subordinates should agree on performance expectations before the evaluation period. Subordinates need to know what the expected behavior and performance level are. Therefore, managers need to set standards and behaviors that can be reached. Subordinates under the same work group and the same superior supervision should be evaluated with the same evaluation methods. In other words, the standard should be applied in every job. Examples of these standards are specificity, measurability, and reality (Safar et al., 1998: 17-21). Most employees require to know what their performance is and how well they are doing their job. Therefore, performance evaluation results should be reported to employees and recommendations should be made.

These problems; Unidirectional Measurement Error, Tolerance-Stiffness, Average Tendency, Personal Biases and Lack of Objective and Contrast Errors can be grouped under the headings. Some standards are set to achieve success. These standards will be decisive for the employee's performance. If the evaluator evaluates according to only one of the success standards, an erroneous evaluation result will be reached (Gerhart et al., 2000: 833-834).

Regarding this type of error, the higher evaluation of the manager subordinate could be reached. Such a tendency is undesirable for both the subordinate and the manager. Because if their deficiencies and faulty aspects are ignored, their development will be prevented. On the other hand, evaluating the employees as if they were at a lower performance level than their performance level reveals the rigidity error (Trivedi et al., 1993: 589-611).

For instance, a person who shows an extraordinary performance in creativity can be considered extraordinarily successful in other performance dimensions. The probability of making such mistakes increases, especially if the evaluator does not have all the necessary information about the person (Zaslow, 2014:99-113)

Evaluators consider the worker they deal with as average and do not consider it to be low or high. This eliminates the possibility of feedback to the assessed person.

An example of the average tendency is the inability to have sufficient information about the performance of the subordinate. This may be due to the inadequate observation skills of the manager and sometimes the unwillingness to spend time on this issue (Zakharova et al., 2015:154)

In addition, some job tasks are difficult to observe by managers due to their nature. For example, if a truck driver of a distribution company is constantly operating away from his supervisor. In such cases, the manager who has limited opportunity to observe his subordinate, especially in certain performance dimensions, will turn to middle scores as a solution.

Some evaluators reflect their personal bias in their evaluations. Past relationships lead to bias in evaluating personal approaches to age, race, language, religion, and gender. For an effective evaluation, the process must be free from prejudices (Eagly and Diekmann, 2005:20-27).

If this is the problem; in particular, the past relationships of the evaluator and the evaluated and various personal prejudices regarding age, gender, religion and race can be given as examples for the personal prejudices and lack of objectivity.

The contrast errors have arisen from the fact that the manager is affected by the score of the previous evaluated person while evaluating an employee. For example; a mid-level employee can be considered unsuccessful when evaluated after a few very successful employees, or successful when the same employee is evaluated after several unsuccessful employees (Arvey and Murphy, 1998: 141-168).

8. CONCLUSION

The most important point of the performance evaluation is that it is not the person who is evaluated, but the value of his performance. Leaders should distinguish the performances of employees by establishing an effective and objective performance evaluation system and act according to the results. This will both motivate the employee to work and enable the establishment of a healthy organizational structure.

At the beginning of the study, the definition of the performance evaluation concept is given and why performance evaluation systems should be in practiced companies are discussed. After then that, the significance of the performance evaluation systems in the firm performance and for leadership success and their contribution to managerial systems are described. Also, how performance evaluation systems and in which departments of an organizational structure should be used mostly to reach organizational success are discussed.

Moreover, the performance evaluation stages and the evaluation methods are explained. In the last part, the features of an accomplished performance evaluation systems necessary for accomplished leaders to establish an effective leadership system in the organization are explained and the effects of problems encountered in performance evaluation that prevent the success in business management are discussed.

To conclude, this study aims that the performance evaluation systems focus on associating the leadership concept and the performance evaluation system will make significant contributions to the literature. Furthermore, the study is expected to help leaders with understanding the importance of performance evaluation systems in the businesses and its useful insights and efficient contributions to the improvement of the business level strategic management, and to propose leaders some useful suggestions on how performance evaluation systems can be executed successfully.

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