

## EMERGING TRENDS AND CHALLENGES OF ORGANIZATIONAL PERFORMANCE MANAGEMENT

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### ABSTRACT

*Performance appraisal is a crucial practice in human resource management for organizations. A well-functioning performance management system not only provides vital information for other HR management systems but also plays a significant role in the annual business planning cycle. Performance management goes beyond initial issues like recruitment, selection, and training, addressing ongoing matters and incorporating subsidiary performance when expanding internationally any organization is to align individual aspirations with organizational expectations. By achieving this balance, individuals can effectively meet the expected level of performance. A robust performance system enables employees to develop the necessary skills and competencies to perform at a higher level. Its ultimate goal is to convert plans into desired outcomes through effective execution. Taking a proactive approach, performance management requires managers to identify underperformance early on and take corrective measures to minimize future damage. Additionally, it aims to foster an environment built on trust and honesty, encouraging open communication among employees, which is vital for achieving enhanced performance. Organizations can communicate their expectations to employees and provide them with valuable feedback, guidance, and training to enhance both separate and team recitals. Ultimately, performance management plays a vital role in creating and retaining top organizational performers.*

**KEYWORDS:** Performance Management, Organization, Company, Appraisal.

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### Introduction

An organization engages its employees, both individually and as part of a team, to enhance the organization in achieving its mission and objectives. Successful employee performance management encompasses the five essential elements outlined earlier. The subsequent details provide a visual representation of these components and elaborate on each, including any relevant regulatory obligations. Additionally, websites are emphasized to facilitate further comprehensive research. Performance management is a continuous communication process between a manager and an operative, taking place throughout the year, to support the accomplishment of the organization's strategic goals.

Supply Chain Management is an increasingly crucial aspect for businesses in all sectors to remain competitive Ali et al (2022). SCM concepts are essential for controlling the flow of goods and services needed to keep the tourism industry running smoothly Jermstipparsert et al., (2019). However, the performance of an organization can be greatly impacted by the complexity of the supply chain. Das et al, (2021). In Jordan's tourism sector, which is a major contributor to the country's economy, effective management of supply chain complexity is essential for optimal performance (Jawabreh et al, 2020; Shniekat et al, 2021; Saleh et al, 2021). An important area of research that insights into how businesses can improve their performance in this market is understanding the function that supply chain complexity plays in controlling the relationship between SCM practices and organizational performance in Jordan's tourism sector.

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In the modern interconnected world, where international trade is thriving, technology is constantly advancing, and customer expectations are evolving, the key to successful supply chain strategies lies in adopting a demand-driven operating model. This approach combines the efforts of individuals, streamlined processes, and cutting-edge technology to deliver goods and services with unparalleled efficiency and accuracy. The internet, along with technological progress and the rise of a demand-driven global economy, has revolutionized these expectations.

Sukati et al (2020) conducted a study to assess how supply chain management (SCM) techniques relate to the performance of business organizations in the tourism service industry. The service industry encompasses numerous subdivisions, including banking, insurance, professional services, healthcare, and hospitality. The objective of the study was to assess the implications of various supply chain management components on organizational performance practices, including employee training, internal operations, information technology, customer connections, information sharing, and supply chain partnerships.

Businesses in the travel subdivision can achieve success in the dynamic and competitive market by adopting efficient supply chain organization performance. According to Panda (2011), human resources are a crucial component of any organization. In today's business scenario, their ability to collaborate, competitiveness, continuous knowledge updates, skill enhancement, and overall performance are key factors in achieving positive outcomes for a company. Organizations have recognized the significance of the Performance Management System and are strategizing accordingly. This has become a major concern for both practitioners and academicians. The paper discusses performance-related issues, the Systems Model of PMS, common practices, challenges, problems with employee management performance, and the pivotal role of the HRM department.

Forslund (2012) implication of logistics service providers (LSPs) in enhancing logistics performance within supply chains. However, there is a lack of research on how LSPs manage the performance management process. The performance management process is handled and the difficulties that LSPs encounter.

Davila (2012) organized his work around two primary subjects: control systems and performance measurement. The main topics covered in the articles: are sector-specific measurements, non-financial performance frameworks, financial measures, cost management, mapping the environment, and marketing measures within performance measurement. Among the topics addressed by management control systems are pay, design of management control systems, strategy, risk management, enterprise software, governance, non-profit organizations, and creativity.

Panwar (2013) emphasizes the significance of analyzing application performance from its development stage to its delivery to users. However, traditional methods relying on complex mathematical models have proven to be challenging and inaccurate. The proposed solution involves deploying multiple agents on various tiers of the application to gather performance data, which is then sent to a central controller. This controller utilizes intelligent computation and probabilistic analysis to deliver decision-making in monitoring and prediction. While many IT groups focus on monitoring network and system components, the lack of visibility into the overall health of applications often leads to wasted time and frustration. Emerging trends in application performance management, emphasize the need for proactive system management in today's world. Slow response times not only result in financial losses but also negatively impact employee, customer, and partner satisfaction. To quickly improve performance, social tools and applications to get real-time input from colleagues, clients, and other stakeholders.

Mutingi et al (2014) conducted a study to develop a comprehensive taxonomic framework system in different green supply chain scenarios, environments, and corporate goals. The research involved several key steps reviewing existing empirical research on environmental management and green supply chain activities, creating a taxonomy of green supply chain tactics, establishing a systematic approach to developing green performance management systems, and proposing a taxonomic that encompasses social, economic, and environmental performance metrics. Unlike previous studies, this taxonomic framework offers decision-makers a valuable tool for selecting the most appropriate set of performance metrics, while considering the specific context of different green strategies in which the PMS will be implemented.

Globerson & Wolbrum's (2014) study aims to determine the fundamental topics of the discipline and the content of supply chain and logistics management as understood by textbook authors and course instructors. Information and technology, inventory, overview and concepts, logistics flow, conveyance and

transportation, facility location, customer service, and performance measurement are the main themes taught. Regarding the relative significance of the identified subjects, there is strong agreement both within and between the two samples. The aforementioned findings bolster a consensus framework for a logistics management course, which spreads across several management schools.

Yasoda (2016) in today's global landscape, organizations face intense competition. While technical infrastructure is important, human resources are considered to be a crucial asset for every organization. Employee performance has a significant impact on an organization's potential to succeed and last. To address the obstacles presented by this very competitive worldwide market, companies must constantly evaluate and appraise the work of their employees. The establishment of a positive work atmosphere is greatly aided by performance management. Developments in performance management systems, aim to improve worker performance and both organizational and individual goals. By implementing a well-structured performance management system, organizations can foster high involvement and commitment among their employees.

Cappelli & Tavis (2016) performance management is intricately intertwined with the natural flow of work. It entails engaging in conversations after projects, when milestones are achieved, and when challenges arise. This enables individuals to address current performance issues while simultaneously honing their skills for the future. To facilitate teamwork, these innovative systems prioritize regular and ongoing evaluation, informal check-ins, and immediate feedback, moving away from rigid ranking and appraisal-centric approaches.

Laihonen & Pekkola's (2016) study provides insights into the practice of managing supply chain performance and goes beyond simply creating performance measurements. According to the report, supply chain businesses improve managers' comprehension of shared objectives and the state of network operations. Consequently, the network's performance in the case study was enhanced. These findings suggest that businesses should consider evaluating network performance and sharing performance information with their network partners.

Grishchenko et al. (2016) in most domestic companies, the physical distribution functions are typically considered as sales. As a means of managing marketing channels, marketing logistics integrates logistics and marketing activities while guaranteeing the quality of goods and services. To assess the effectiveness of marketing logistics, the concept of a "perfect order" can be used. Many companies organize their marketing logistics based on functionality. Throughout its evolution, three key periods in terms of its functional organization. During the first phase, the three primary departments of marketing, production, and finance were assigned different logistics responsibilities. Physical distribution functions began to diverge independently during the second phase. Marketing began to focus on forecasting sales of finished products, while all other aspects fell under physical distribution. It is significant to note that in finance, production, and marketing, the benefits of physical distribution were acknowledged during this second phase. The third period is characterized by a highly integrated logistics system. It is best developed by the market's structural requirements. Additionally, during this period, strategic and operational decision-making takes place at both the CEO and logistics director levels.

Leończuk (2016) explores the increasing complexity of supply chains, which are transitioning from a linear to a network form. more data must be tracked to assess the supply chain's overall performance. A strategy for assessing supply chain performance must be developed, and the right indicators must be carefully chosen. The range of recommendations has to be determined by the particular environment and the survey's objectives. To provide a framework, techniques, and indicator categories for gauging supply chain performance, the paper looks at both Polish and international literature. The writers take different tacks for assessing supply chain performance. The three levels of the decision-making process are used to categorize indicators strategic, tactical, and operational. They are further classified as cost and non-cost, or financial and non-financial indicators. Additionally, established methods and models, such as the Balanced Scorecard and the SCOR model, are utilized.

Sujith (2017) asserts that global businesses are currently facing challenging times. Organizations today have to operate across many platforms, compete in multiple markets, and manage a greater number of stakeholders to be profitable and outperform their rivals. The complexity of the present business landscape is further compounded by the emergence of additional challenges, such as the constantly evolving talent pool, technology advancements, and economic fluctuations. Over the past four decades, Performance Management has remained a stagnant process, primarily consisting of an annual appraisal. Line managers perceived this process as a requirement imposed by the HR department, which

they had to fulfill accordingly. Crucial tool for executives, line managers, and employees to collectively achieve their goals. This shift in the application of Performance Management has been facilitated by software solutions that provide management with the means to accomplish their operational and strategic objectives.

George (2017) objectives may include cutting expenses, hitting sales targets, gaining market share, drawing in new clients, enhancing output and quality, and creating novel items. Businesses entering new markets face an even greater challenge in this regard. To ensure clarity, the organization's objectives should be communicated in a language that is easily understood by everyone within the organization. This means translating the objectives into clear and specific goals for each position and fostering a sense of unity, teamwork, and individual responsibility.

Silva & Borsato (2017) Companies need to keep an eye on their processes and outcomes to maintain competitiveness in light of the present market rivalry. Indicators are currently examined independently within the organizations. Businesses need to create and monitor indicators using a harmonization strategy. This article does research to determine the state of the art and research prospects based on it. To achieve that, systemic and bibliometric analyses were carried out together with the creation of a bibliographic portfolio.

The study conducted by Hove-Sibanda & Pooe (2018) aimed to find out how companies may improve supply chain performance by implementing streamlined processes and encouraging online collaboration. The primary findings of the study are as follows: Initially, a significant positive correlation was discovered between supply chain behavior and e-collaboration. Furthermore, it was revealed that supply chain e-collaboration considerably and favourably improved strategic information interchange. It is interesting to note that supply chain performance was found to be negatively and negligibly impacted by supply chain competence. Furthermore, the study provides a helpful framework for analyzing the connections between supply chain procedures, performance, competency, e-collaboration, and strategic information sharing.

Kuhlmann and Bogumil (2018) highlight the distinction between public sector institutions and business organizations. Unlike businesses, public sector institutions do not face the same pressure from competitive markets to measure and enhance their performance. Instead, they rely on benchmarking as a means to improve service quality and save taxpayers money. However, these establishments fail to completely capitalize on benchmarking outcomes to execute essential modifications that would augment their efficiency and subsequently elevate the caliber of services given to clients. Additionally, contrary to their expectations, comparing public institutions across different countries can create obstacles to change within these organizations.

Martinho et al (2019) have developed a perspective on the utilization of IT and other relevant organizational resources that significantly influence overall organizational performance and play a critical role in enabling supply chain integration.

Gomes (2020) the managers of these organizations have frequently observed the conversion of science fiction into actual technological advancements. The individuals employed in these organizations had to exert significant effort to adjust to the emerging realities that are permeating society. Consequently, the approach to performance measurement and management has also shifted from an individual standpoint to an organizational viewpoint. The objective of this chapter is to showcase the progression of performance measurement and management, highlight the current research trends, address the challenges confronted by managers and researchers, and propose potential solutions to overcome these obstacles.

Sukati et al (2020) imply that companies in the tourism services sector may see an improvement in performance outcomes by forming solid connections within the supply chain. second, the study demonstrated how important role customer interactions play in the success of organizations. This suggests that building trusting relationships with clients might have a favourable impact on how well companies in the tourism services sector perform overall.

Schrøder & Hansen (2022) more information about the reasons behind and strategies for redesigning employees, the study benefits scholars and industry professionals. Moreover, we present a set of theory-based hypotheses useful for further empirical studies, given the empirical literature on the impacts of these redesigns is currently sparse. Fernandes et al (2022) factors of quality culture and product / service quality showed the highest average ratings. For the various regions taken into

consideration in this study, no discernible variations were found in any of the dimensions. Companies can improve their performance in the areas of customer, financial, internal process, and learning and growth by implementing the recommendations of this research. By examining a more inclusive viewpoint and evaluating the effect of supply chain quality management on organizational performance, this paper adds to the body of research already available on the subject.

Gomes & Mendes (2023) examine the relationship between organizational performance and quality and internal managerial practices, of the organizational context, which includes cultural elements and governmental constraints. By examining the connections between organizational performance, PM usage, and organizational context, this work innovates the field of performance management offered by the complementary application of various theories (economic and institutional theories) to the explanation of performance consequences.

Al-Rawashdeh et al (2023) imply that by putting policies in place to control and optimize key supply chain elements, firms can perform better. Through its interactions with Strategic Supplier Partnerships, Level of Information, Sharing Quality of Information, and Sharing Postponement, Supply Chain Complexity functions as a moderator to enhance the functioning of the company. It should be highlighted, nevertheless, that there is some discrepancy between the findings and earlier research, and the connection between these variables and organizational success is still not entirely clear. This emphasizes how important it is to conduct more studies in this field to learn more about how these variables affect organizational effectiveness.

### Methodology

By giving respondents structured questionnaires, the survey method was used to collect the data. Tamil Nadu was the study's location. To acquire data, stratified random sampling is employed. A planned quantitative check was made from April 2023 to October 2023.

**Table 1: Sample size**

Location	Sample
Chennai	24
Coimbatore	24
Madurai	24
Tiruchirappalli	24
Tirupathur	24
<b>Total Sample</b>	<b>120</b>

### Analysis and Interpretation of Data

According to a percentage analysis, 30% of respondents are female and 70% of respondents are male. Ages 18 to 24 make up 25% of the population; 25 to 35 make up 20.8%; 36 to 45 make up 32.5%; 46 to 55 make up 17.5%; and age above 55 makes up 4.2%. 39.2% of the population has a postgraduate education. A manager is a high-level working designation. The highest business type is transportation.

**Table 2: Demographic Profile**

Category	Frequency	Percent
<b>Gender</b>		
Male	84	70.0
Female	36	30.0
<b>Age</b>		
18-24 Years	30	25.0
25-35 Years	25	20.8
36-45 Years	39	32.5
46-55 Years	21	17.5
Above 55 Years	5	4.2
<b>Designation</b>		
Technical operator	30	25.0
Executive	6	5.0
Assistant Manager	25	20.8

Manager	54	45.0
Senior manager	5	4.2
<b>Education Qualification</b>		
Diploma	36	30.0
Graduate	13	10.8
Post Graduate	47	39.2
Others	24	20.0
<b>Year of Experience</b>		
<5 yrs	43	35.8
6-10 yrs	4	3.3
11-15 yrs	34	28.3
16-20 yrs	21	17.5
Above 20 yrs	18	15.0
<b>Marital Status</b>		
Single	48	40.0
Married	72	60.0
<b>Business Type</b>		
Trading	25	20.8
Manufacturing	25	20.8
Consulting	13	10.8
Engineering	27	22.5
Transportation	30	25.0

**Table 3: Challenges of Performance Management**

Challenges of Performance Management	Mean	Std. Deviation	Mean Rank
Lack of goal alignment and clarity	4.41	.838	II
Inadequate feedback and communication	3.81	1.138	VII
Lack of employee engagement and motivation	4.15	1.006	IV
Insufficient training and development for managers	3.86	1.086	VI
Limited resources and time constraints	4.04	.802	V
Resistance to change	3.78	.940	VIII
Inconsistent performance standards and metrics	3.69	.727	IX
Lack of integration with other HR processes	4.63	.615	I
Data management and analysis	4.32	1.040	III
Mean Score	<b>4.08</b>	<b>0.91</b>	

The performance management challenges are indicated by the rank method, where rank one highlights the absence of integration with other HR procedures. Second rank: unclear and misaligned goals Third position handling and analyzing data, Fourth place: Low motivation and engagement among employees Fifth position Time and resource limitations, Sixth position inadequate management development and training, Insufficient communication and feedback ranked seventh. Eight levels of resistance to change Inconsistent performance measures and norms rank ninth.

**Table 4: One-Sample Statistics - Emerging Trends in Performance Management**

	Mean	Std. Deviation	Std. Error Mean
Integrated Assessment	4.18	.917	.084
Aligning Objectives with Company Goals	4.38	.735	.067
Regular Check-In Meetings	4.37	.798	.073
Feedback	4.57	.590	.054
De-Coupling Reward	4.50	.674	.061
Rapidly adopted software	4.50	.745	.068
Increasing Impact of social media	4.41	.804	.073
Succession Planning	3.74	1.405	.128
Increase Integration	3.57	1.364	.125

One-Sample Test						
	t	DF	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Integrated Assessment	49.999	119	.000	4.183	4.02	4.35
Aligning Objectives with Company Goals	65.289	119	.000	4.383	4.25	4.52
Regular Check-In Meetings	59.909	119	.000	4.367	4.22	4.51
Feedback	84.745	119	.000	4.567	4.46	4.67
De-Coupling Reward	73.178	119	.000	4.500	4.38	4.62
Rapidly adopted software	66.192	119	.000	4.500	4.37	4.63
Increasing Impact of social media	60.037	119	.000	4.408	4.26	4.55
Succession Planning	29.168	119	.000	3.742	3.49	4.00
Increase Integration	28.640	119	.000	3.567	3.32	3.81

If a p-value reported from a t-test is less than 0.05, then that result is said to be statistically significant. If a p-value is greater than 0.05, then the result is insignificant.

**Table 5: Organizational Performance**

ANOVA						
		Sum of Squares	DF	Mean Square	F	Sig.
Strategic supply chain partner	Between Groups	19.336	4	4.834	4.356	<b>.002</b>
	Within Groups	407.234	367	1.110		
	Total	426.570	371			
customer relationship	Between Groups	35.997	4	8.999	5.283	<b>.000</b>
	Within Groups	625.164	367	1.703		
	Total	661.161	371			
Information Sharing	Between Groups	8.088	4	2.022	2.381	<b>.050</b>
	Within Groups	311.619	367	.849		
	Total	319.707	371			
Information Technology	Between Groups	43.058	4	10.764	6.630	<b>.000</b>
	Within Groups	595.875	367	1.624		
	Total	638.933	371			
Employee Training	Between Groups	61.209	4	15.302	9.230	<b>.000</b>
	Within Groups	608.458	367	1.658		
	Total	669.667	371			
Internal operation	Between Groups	7.267	4	1.817	3.459	<b>.009</b>
	Within Groups	192.741	367	.525		
	Total	200.008	371			

There is an important alteration between the levels of the independent variable in the ANOVA F value when  $p < .05$ . Therefore, greater F values signify significance for the treatment variables. To find out if Organizational Performance varied throughout the business kinds, a one-way ANOVA was used. Statistically significant difference between the groups ( $F(4.356)$ ,  $3.17$ ,  $p < 0.002$ ),  $F(5.283)$ ,  $p < 0.000$ ,  $F(2.381)$ ,  $p < 0.050$ ),  $F(6.630)$ ,  $p < 0.000$ ,  $F(9.230)$ ,  $p < 0.000$ , and  $F(3.459)$ ,  $p < 0.009$ ).

### Conclusion

A fundamental corporate function, performance management is essential to boosting company success and realizing employee potential. The organization's culture and structure must be taken into account while putting a recital management system in place. A dedicated staff is essential to the organization's success, but the methods employed must be just and equal for every worker. Supervisors must create an atmosphere where employees are willing to accept organizational changes. Every activity sector sees the emergence of new trends, while long-standing ones are either dropped or modified to better fit the overall context of that specific activity.

To facilitate work, people must first identify and group tasks, then define and assign roles and responsibilities, and then build relationships. This process is known as organization. Being an organization's leader entails a great deal of responsibilities. The manager's decisions will be binding on all parties involved. Customers and partners are searching for services and solutions that satisfy their needs and provide genuine value; investors are looking for a return; workers are happy at work, have opportunities for professional growth, and feel proud and confident in their work environment.

#### **Future of Performance Management**

Investing in a digital performance management system for staff members enables businesses to handle, store, and retrieve all data, reviews, and performance reports on a single platform. With a digital platform, organizations may generate comprehensive results and automate and streamline their performance management processes. It lets you give constructive criticism in real time to improve individual performance entertainingly. It turns performance management into a continuous procedure as opposed to an isolated incident. Strong performance management contributes to the overall vision of your business and actively involves your staff in the goal-setting process.

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