

COMPARATIVE REVIEW OF PERFORMANCE MEASUREMENT METHODS EFFECTIVENESS

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Abstract

The role of performance measurement methods in the employee performance and organizational productivity has been emphasized time and again in existing literature. However, the comparative relevance of different performance measurement methods for the same purpose remains under-explored in the literature. This paper adopts a systematic review approach to compare and contrast the selected performance measurement methods such as 360-degree feedback, balanced scorecard and EFQM. It was found that every method has its own strengths and loopholes hence there cannot be any “one-size-fits-all” approach when it comes to their impact on productivity and organizational performance. The organizations need to be cautious about which particular method they employ depending upon the objectives of performance measurement.

Keywords: *performance management systems, 360 degree feedback, EFQM, balanced scorecard, organizational performance*

JEL Codes: *O15, D23, M5*

1. Introduction

It is very imperative for an organization to measure the performance of the employees and hence the prominence of performance measurement methods cannot be ignored. However, pointing about the prominence of performance measurement methods, Bhagwat and Sharma (2007) asserted that an effective performance measurement scheme offers the foundation to comprehend the system, impacts behavior all over the system, and delivers evidence concerning the outcomes of system determinations to supply chain affiliates and external shareholders. In effect, performance measurement methods are the adhesive that embraces the multifaceted value-creating system organized, guiding strategic design as well as performing a fundamental part in observing the application of that approach.

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U. S. Department of Health and Human Services (2011) further elucidated that an organization resort to performance measurement methods to differentiate what seems to be happening from what is actually happening, establishing a reference line; i.e., measure beforehand enhancements are made, to make judgements on the basis of concrete proof, to validate that fluctuations lead to progresses, to permit performance evaluations transversely, to monitor procedure fluctuations to guarantee enhancements are unrelenting over time and to identify amended performance. In this regard, Filipova points that performance measurement methods support managers to make effective managerial decisions. (Filipova, 2010).

On the other hand, (Stefanović and Stefanović, 2011) proclaimed that in dearth of an appropriate performance measurement system, the effectiveness of supply chain management is hampered. Though in past, financial accounting principles were employed to track the performance of the organization but these methods failed to assess supply chain performance as they incline to be traditionally oriented and not concentrated on offering a forward-looking viewpoint. Shen, Chen and Wang(2016) cited several reasons behind the intention of the organization to measure the performance. By adopting the performance measurement methods, an organization can ensure that it has assumed a reliable process to ascertain if its existing structure is operating well. Moreover, in the existing economy, there is a need for clarity and accumulative inspection of an administration's commercial practices. These motives encourage an organization's usage of procedure and upshot data as a measure to exhibit its performance.

The aim of this paper is to use secondary research to critically assess and compare different performance measurement methods and how they affect employee performance and organizational productivity.

2. Literature Review

2.1. Role of performance measurement methods in employee performance and productivity

One of the most prominent parts of human resource management is performance management. There are several methods of performance management that are focused on the developmental facets of employees and the performance of the organization (Westover, Westover and Westover, 2010). These methods of performance management are highly effective in enhancing the employee productivity as stated by (Tahsildari and Shahnaei, 2015). This is because after receiving feedback, employees get to know where they lack in performing. Moreover, communicating the loopholes and making discussions with the employees also improves their performance (Adler et al., 2016). However, Patel & Conklin (2012) was of the perception that performance feedback must not include any inaccuracies based on the individual favoritism like stereotyping to have a constructive

consequence on worker productivity and that an operative performance feedback should reveal the contribution of the specific worker enactment.

Steers and Porter (1974) in Islami, Mulolli, & Mustafa (2018) also affirmed the effectiveness of performance measurement methods by pointing out that they have noteworthy impact on performance of the employees (Denisi and Murphy, 2017). This was further substantiated by Latham and Locke (1979) in same study by stating that employees get motivated through these methods and their productivity increased by 19%. On the other hand, Fisher (1995) contradicted the same in Gupta & Parmar (2018) by warning that performance appraisal is more expected to crash if personnel perceive performance assessment as a stick which administration has fetched in, in order to create a foundation for punitive proceedings.

Selvarasu & Sastry (2014) also confirmed that performance measurement techniques result in employee engagement which in turn results in their high productivity. These employees also stay committed and outperform (Karimi, Malik and Hussain, 2011). However the problems sometime arise when the employers detect that some personnel are not outspoken in the assessment, generating apprehensions about the precision of the appraisal (Srikanth and Jomon, 2013). Further, Ahmed & Ramzan (2013) also mentioned that performance measurement techniques also sometimes create stress and conflict among the employees which result in undesirable working environment and impact the productivity. Additionally demoralized employees lack the tendency to work well (Chirasha, Chipunza and Dzimbiri, 2018). Iqbal et al.(2013) alike Biron, Farndaljaap and Paauwe (2011) also authenticated the positive relationship among performance measurement methods and employee performance and productivity. Employee work hard to increase their performance once they realize how well they are accomplishing the task assigned to them (Mazzei, Flynn and Haynie, 2016).

3. Methodology

The paper adopts the systematic review approach. A thorough review of secondary sources retrieved from varied published sources has been conducted. There is a lack of consensus on the performance measurement methods adopted in organizations and their effect on organizational productivity and employee performance. Through the studies reviewed in this review, their applicability is checked in order to establish their validity.

3.1 Search strategy and selection process

The systematic review process involved utilization of the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) application. The guidelines of this application were followed while searching through the selected databases for papers relevant to employees' performance measurement systems and their impact on employee performance and organizational productivity.

3.2 Databases searched

The search process of this study started with understanding the aim of the study. Once it was clear that the different performance measurement methods have to be compared, the keywords were identified. On the basis of these keywords, studies were explored on Google Scholar and Google. Other sources referred to included ABI/INFORM, Ingenta Connect, Taylor and Francis Online, Wiley Online Library, Sage Premier, Emerald Insight, Science Direct, and Scopus.

3.3 Keywords

The keywords included: Human capital index by Watson Wyatt, Human capital monitor by Andrew Mayo, Sears Roebuck model, Balanced Scorecard or BSC, EFQM model of quality, Performance measurement method, Employee performance, organizational productivity, Drawbacks of performance measurement, importance of performance measurement, performance measurement methods and employee performance, performance measurement methods and organizational productivity. Only search results which showed the appearance of one or more of these keywords multiple times in the paper were selected for the review. This yielded a total of 2.153 papers relevant to the present study.

3.4 Inclusion criteria

The inclusion criteria for the papers reviewed in this paper has been listed below:

- Studies which include at least one of the keywords relevant to the study.
- Studies for which complete access is available or where the abstract provides the required information.
- Studies published in or after 2014.
- Studies which were published in the English language.
- Studies pertaining to the impact of performance management systems, particularly on organizational productivity and employee performance.

3.5 Exclusion criteria

The papers that were excluded or not considered in this paper fall into one or more of the following criteria:

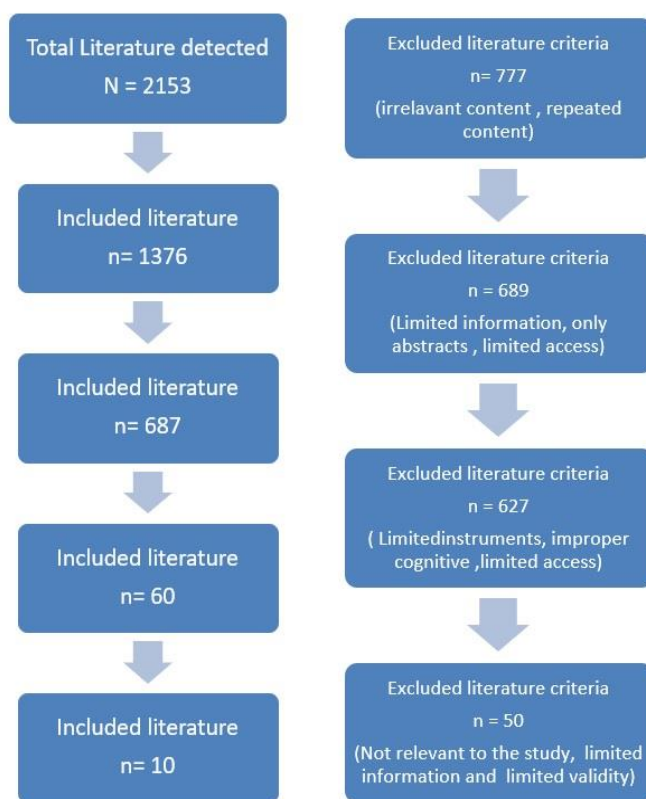
- Studies that contained the keywords but did not contain the information about them in the same context under study.
- The studies that are older than 2014 because they might not be relevant in present context.
- Studies published in languages other than English.

- Studies that recommended the use of a new performance management system which was yet untested.

3.6 Study selection

The search results from the keywords among all databases yielded a total of 2.153 studies which were relevant to this study. Thereafter, Covidence removed 777 studies which were irrelevant or were repetitive in nature. After that, the researcher eliminated studies which had limited access. In the final step, 60 studies were left, which after the full text screening process were further limited to 10 final studies

Figure no. 1: PRISMA framework for study selection



Source: Author

3.7 Data Extraction

Table 1: Data Extraction

Authors	Aim of the Study	Tool used	Methodology	Key Findings
(Zondo, 2018)	The study aimed to evaluate the effectiveness of using the 360-degree performance appraisal system in increasing productivity	360 degree performance appraisal system	An empirical study of 24 respondents was conducted using pre and post-implementation of the system in KwaZulu-Nata, South Africa.	The study found that there was no improvement in labor productivity post implementation of the 360 degree feedback system.
Kucharčíková, Mičiak and Hitka (2018)	The aim of the article is to explain the nature of HCM and to propose an approach to assess the effectiveness of investment in education as a part of the HCM process.	HCM	An empirical study of 350 Slovak enterprises	HCM represents a modern concept of the people management in enterprises. It is a process within which the key processes in an enterprise are being identified, and the key components of the human capital are being determined for these processes. Subsequently, the value and efficiency of the utilization of these HC components and the efficiency of investment in HC are calculated and assessed.
(Das and Panda, 2015)	The study aimed to assess the effectiveness of 360-degree performance appraisal system as a development tool for employee performance in the education sector in India	360-degree performance appraisal method	Empirical study of 100 employees from the education sector was conducted using a close-ended questionnaire containing 5-point likert scale questions	The study found that as compared to traditional feedback systems, the 360-degree performance appraisal system was more effective in identifying employees' strengths and weaknesses.
Bayo-Moriones <i>et al.</i> (2011)	The purpose of this paper is to analyse the differences between the two most frequently used quality management approaches	ISO 9000 and EFQM	Empirical study involving 665 Spanish business establishments with at least 20 employees from the manufacturing.	EFQM involves an advance over ISO 9000 regarding the use of innovative work practices.

	implemented by firms, ISO 9000 and EFQM, in terms of their impact on the adoption of innovative work organization practices		building and service sectors	
(Seyedi, Ashtari and Zahiri, 2015)	The study aimed to assess the impact of application of the EFQM performance assessment system on employee performance in the oil and gas industry of Karun, Iran.	EFQM	An empirical study of 92 employees from different oil and gas companies was conducted using a close ended questionnaire containing five-point likert scale questions.	The findings indicate that there is a significant positive relationship between the EFQM performance evaluation system and employee performance, among other factors.
Chia, Goh and Hum (2009)	The purpose of this paper is to empirically examine what senior supply chain executives measure and how they perceive performance measurement from a balanced scorecard (BSC) perspective.	Balanced Scorecard	An empirical study involving 113 logistic professional from Singapore	Despite the need to provide a balanced approach to performance measurement, firms remain focused on traditional financial measures (gross revenue, profit before tax, and cost reduction). From a supply chain perspective, the non-tangible measures such as customer satisfaction are most measured. Other key logistics performance indicators include on-time delivery, and customer satisfaction.
(Roussas and McCaskill, 2015)	The study aimed to examine the likelihood of employees accepting the Balanced Scorecard system of performance management over other methods.	Balanced scorecard	A survey of 60 professionals based in Phoenix area, London, Rome, and Paris was carried out using a 10-point Likert Scale questionnaire consisting of 10 items.	The findings indicate that although most participants reported not using the balanced scorecard, they had a favorable view of the system as compared to other performance management systems in terms of saving

				time and cost and improving quality.
(Hoang <i>et al.</i> , 2018)	The study aimed to understand the factors affecting successful implementation of the balanced scorecard in organizations.	Balanced scorecard	The authors conducted a survey of 217 respondents from different firms in Vietnam. The questionnaire contained items based on 5-point Likert Scale.	The results indicated that the balanced scorecard is an effective performance management system which can be applied successfully when business strategy, environmental uncertainty, intensity of competition and total quality management of the companies are aligned with the system well.
(Bonn, Agyeman and Osei, 2017)	The study aimed to assess the use of balanced scorecard for successful performance management systems in Ghanaian banks.	Balanced scorecard	30 employees from 3 Ghanaian banks were surveyed using a close-ended questionnaire based on five-point Likert scale.	The survey revealed that Ghanaian banks rely heavily on the financial perspective of the balanced scorecard system to measure the performance of employees, which led to certain limitations such as reduced customer satisfaction.
(Jenabagha, Gorji and Siami, 2011)	The study aimed to evaluate the impact of staff performance assessment based on EFQM model on the productivity and performance of hospitals in Iran	EFQM	203 employees of different hospitals in Gorgan in Iran were surveyed using a close-ended questionnaire.	The study found that there are improvements necessary in the model in order to enhance its effectiveness and improve the performance of hospitals

4. Discussion

Kucharčíková, Mičiak and Hitka (2018) through an empirical study amongst firms of Slovakia have little knowledge about the implications that good Human capital management can have. Although the firms were adopting measures to improve employee performance, but they had no measures to improve. HCI posits that if a new HR technology is adopted that impacts the efficiency, service and is well in budget, the firm

is bound to escalate the returns to the stakeholders (Kucharčíková, Mičiak and Hitka, 2018).

Keeping pace with the contemporary dynamic world, organizations are acknowledging their unique traits, target markets and requirements. In these conditions companies develop and implement various innovative approaches and tools to enhance their operations, one of which is the Balance Score Card. (Dimitrova, 2014). The Balance Score Card (BSC) is quite a popular HR tool but it requires comprehension, endorsement, and steadfastness from all hierarchical levels of the organization. Also, it requires alteration of culture to make it more accommodative. These changes definitely impact the productivity of the employees implicitly and BSC helps the organization to set clear performance goals for the employees (Chavan, 2009). The Balanced scorecard is a proven instrument that can help any firm to prepare a framework of strategic management and performance measurement. It helps to gauge the overall organization's performance with respect to four dimensions: financial, customer, internal business process, and learning and growth. It enables the firm to develop a mutually acceptable vision and consolidates the employees' behavior, strategies adopted and business processes towards common goals (Kaplan, 2010).

Balanced Score card have found relevance across industry vertices. Chia, Goh and Hum (2009) explored the application of BSC in the domain of supply chain firms and based on a study involving 113 logistic professional from Singapore, and found that most entities emphasized on financial performance indicators with lesser emphasis on service quality measures like on-time delivery and customer satisfaction. Adoption of BSC will help to measure the performance in a more structured and balanced manner and thus create greater value for the organization, customers and other stakeholders. Likewise, based on an empirical study on the banks of Anambra State, Africa, Meduoye and Mbah (2019) advocated the use of Balanced Score Card as it served as a report card and constructively impacted the performance of the case banks with respect to the aforesaid four parameters. Based on the findings, the scholars strongly recommend the adoption of BSC at all levels of the organization: individual, departmental or strategic business unit and corporate. Apart from the conventional business sectors, Beard (2009) recommend the adoption of BSC in higher education institutes and help them manage their performance strategically. It will also help them to analyze the expectations of the stakeholders and what the institutes are actually offering and make conscious efforts to map the disparity.

The European Foundation of Quality Management model is a platform that enables firms to learn from the industry best practices. It is basically a model of reference for excellence. It has a non-prescriptive framework of nine criteria that encompass all activities and every possible stakeholder that can aid in striving for excellence. These nine criterions are leadership, policy and strategy, people, partnership and resources, processes, customer results, people result, society results and key performance results.

Thus, there is a lot of focus on how organizations handle their human resources. EFQM enables firms to better plan, manage and augment the human capital and persistently upscale employee competencies. Further, the model is proactive to enable firms to gauge their performance with respect to its people. Thus, the model can be of vital use to better the performance of the employees and ensure creation of a loyal and committed workforce. However, the major drawback of this model is that it has no external certification to assess the level of execution and data available about the model is very less (Bayo-Moriones et al., 2011).

The EFQM model has been widely used as a valid substitute for TQM in the European premise. It helps firms to evaluate themselves on the basis of five parameters: employees, customers and society, partnership and resources and processes. Based on the empirical study of 141 Spanish Hotels, Benavides-Velasco, Quintana-García and Marchante-Lara, (2014) reveal that adoption of such exhaustive models have positively impacted the performance of the hotels and also deliver the highest possible value to the stakeholders. Since the model encourages a comparison between firms, organizations often get ideas to strategically plan out their business process in order to optimize the cost and persistently improve the service quality. Thus, the model is quite impactful in improving overall organizational performance. Similar findings were reported in the studies of (Jenabagha, Gorji and Siami, 2011) and (Seyedi, Ashtari and Zahiri, 2015).

Lastly, the 360-degree feedback system is being increasingly implemented as a performance appraisal system in organizations today (Baroda, Sharma and Bhatt, 2012). The findings of (Zondo, 2018)'s study the 360-degree feedback system specifically improves self-awareness and reduces the rate of spoilage in an organization. This eventually improves organizational performance. The system can be used by organizations for succession planning, training and professional development, however it does not directly improve organizational performance. (Das and Panda, 2015) reported slightly different findings, stating that 360 degree feedback system is in fact perceived very positively by staff in educational institutions.

5. Conclusion

The entire discussion indicates the relevance of performance measurement methods in contemporary organizations. The review of the different performance measurement methods included in the study reveal that every method has its own advantages and disadvantages hence, the choice should depend upon the needs of the organization and the purpose behind employing the performance measurement methods. If appropriately used, performance measurement methods can act as great tools to enhance employee performance and organizational productivity. However, if not employed effectively, the performance measurement tools can also lead to conflicts and chaos in the organization, hampering the overall well-being of the organization in the long run. The review also reveals the gap in

existing literature about the particular performance measurement methods discussed under the study. While a few like balanced scorecard have been the researchers' favorite, other methods like EFQM and 360-degree feedback system have been met with mixed reviews. This is the reason behind a dearth of literature on these methods.

As stated previously, the review undertaken in this paper reveals that the performance measurement methods except balanced scorecard have been under-explored. There is a need to study other performance measurement methods from varied aspects, inter-industry and intra-industry. Particular case study-based researches can also be very helpful to understand the application, benefits, and challenges associated with each of the methods.

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