

Review

Sustainable E-employee Performance Management

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Abstract: The process of e-employee performance management in business practice is recognized as a significant factor that allows improving the performance of the business organization as a whole. Sustainable e-employee performance management is made possible by the use of various software platforms and tools from the field of information technology. In recent years, the process of sustainable e-employee performance management has also been influenced by tools that use artificial intelligence. Therefore, the aim of the paper is to analyse and determine the importance of sustainable e-employee performance management in modern business organizations. For the company's operations, which is determined by a high level of the sustainable e-employee performance management process, it is vitally important that the company's vision and mission are constantly aligned with the business strategy. Employees should have a clear idea of the company's strategy and values so that they can be effective in their jobs. In today's modern business system, it is almost impossible to imagine any data analysis and measurement without the support of an information system.

Keywords: *E-management; performance; employees; platforms; tools.*

1. Introduction

E-employee performance management, i.e. e-management of the performance, is a constant communication process that enables the manager to, together with his employees, use the available tools to manage business processes that are aligned with the strategic goals of a specific business organization. In order to achieve sustainable e-employee performance management, e-management should encourage constant communication, feedback and coaching to ensure employee development is consistent and ongoing in an effort to improve productivity, improve engagement and promote employee development in a specific business entity.

The term performance has found wide application in standardized management systems as a determinant that describes the functioning of an integrated system (set of processes) from a technical-technological or economic aspect. Job goals must be aligned with process goals and performance, and process goals and performance must be aligned with organizational strategic goals and performance. Many economics point to the interdependence of three performance levels (organizational level, process level, and job level), as well as the need for goal setting, design, and management at each of these performance levels.

This paper is dedicated to the analysis of sustainable e-employee performance management. After the introductory part, the first chapter under the title explains the concept and importance of sustainable e-employee performance management, their advantages, as well as the best practices for the implementation of e-performance management processes. The second chapter is dedicated to the flow and improvement of the process of sustainable e-employee performance management, monitoring, measurement and evaluation of employee performance, as well as software platform for

improving employee performance and software support systems for managing the performance of teams and individuals. In the last part of the work, there are concluding considerations, as well as a list of literature.

2. The importance of sustainable e-employee performance management

2.1. Concept and indicators of sustainable e-employee performance management

Electronic or e-employee performance management (e-EPM) refers to the management of the process in which the organization monitors the work efficiency of its employees, in order to improve the employee experience and improve business performance. E-employee performance management is essential for any company that wants to achieve a high level of profitability because it enables business organizations to better align the performance of their employees with team goals [1].

A successful e-employee performance management should make employees feel valued as a workforce in accordance with best practices for implementing the process. The performance measurement is part of the management system and it is in the function of controlling the results of the organization. For the purposes of performance measurement, it is necessary to identify the parameters that define the success of the organization's operations as a whole or a part of it. The term performance indicators appears as a common denominator of various parameters (coefficients, prices and various other process characteristics) that are used to measure employee performance.

2.2. Advantages of sustainable e-employee performance management

Investing in e-performance management tools can have long-lasting effects on both the business organization and the employees. Sustainable e-employee performance management can drive business efficiency and help employees achieve organizational goals. In business practice, four ways in which companies can benefit from employee performance management are most often implemented [2]:

- a) strengthening business performance through which effective plans manage employee development and thus can increase productivity by enabling employees to align with performance expectations and make better informed decisions;
- b) improving risk detection where with increased communication and monitoring of employee engagement metrics, businesses can quickly identify problems such as underperformance or employee disengagement before they worsen;
- c) increases the degree of talent retention where organizations can reduce the turnover rate of employees by recognizing achievements in the workplace, offering continuous training for development;
- d) insight into your workforce where by setting goals, evaluating workforce management metrics and providing ongoing feedback, you can provide better insight. For example, by tracking average agent handling time, you can understand how long it takes to resolve customer issues and set a goal for continuous improvement.

The above would, with proper implementation, contribute to increasing the level of e-employee performance management.

The benefits of e-employee performance management are manifested in the form of employee performance management processes that encourage business efficiency. By applying a transparent e-management process, the following advantages for employees can be seen more easily and quickly [3]:

- a) the setting of clear goals for employees, which is crucial for running a business, is improved. Employee performance management can help members of a business organization set more explicit goals and create accountability by providing additional guidance and real-time feedback;
- b) improves the well-being of the business organization, given that employee performance management is focused on employees. By encouraging open communication and feedback, team members can identify opportunities for personal growth in an environment with adequate support;

c) creates superior training experiences as identifying training needs through employee performance management plans benefits team members. By identifying areas of improvement through performance monitoring, staff can receive personalized learning opportunities;

d) increases the level of employee motivation and satisfaction by enabling team members to feel valued through feedback. Motivation is a positive factor for an employee that influences other team members and leads to a more positive user experience.

The process of integrating a performance management plan benefits the core business and individuals within your workforce. Focusing on employee performance management builds a better and more capable workplace.

2.3. Best practices for implementing sustainable e-employee performance management process

The implementation of the sustainable e-employee performance management process for employees may meet with some resistance, but the implementation of the best business practices allows the performance of the business organization to improve significantly. All workplaces are different and will likely require adaptation, but the application of business concepts provides a solid foundation for any organization.

The first business concept is about fostering employee development, which is a vital aspect of the performance management process and helps ensure that team members achieve their best results at work. It is desirable to foster a positive learning environment in several ways and encourage employees to continue to grow in their positions. There is an opportunity to start the implementation of the e-performance management process by providing access to learning opportunities, such as workshops, seminars and courses. Using knowledge base software can help the business process by allowing employees to learn 24/7 at their own pace [4]. As team members begin their learning process, providing personalized career development plans with specific goals can help individual employees stay on track. Also, employee development can be encouraged by providing learning opportunities.

For example, you might delegate one of your weekly managerial tasks to an employee who works in a managerial position. This allows employees to grow and take on tasks outside of their current roles.

Another business concept relates to providing recognition to employees for their performance because when an employee meets set goals or exceeds goals, it is useful to recognize their performance. In addition to a sense of self-worth, boosting employee morale can lead to greater productivity and fostering a positive organizational culture within the company. In addition to the above, it is desirable to provide for employees [5]:

- a) personalized award or certificate for achieving goals;
- b) vocal praise at the company meeting, enabling peer recognition;
- c) organizing appreciation events for employees with high performance;
- d) internal presentation of achievements on the company website;
- e) providing performance bonuses in the form of cash or gift cards.

It is best to tailor employee recognition to suit their workplace and team members' preferences. Employee feedback is important in order for employees to set realistic goals. Increasing the performance of your employees is possible to include smart or so-called SMART goals. SMART is an acronym that stands for specific, measurable, achievable, realistic and timely. By including SMART goals, a business organization would help its employees achieve business and career goals [6].

By using data on the e-employee performance management, the specific company sets goals, using data to understand where it is on the strategic path. With team performance data, critical adjustments can be made to keep the employee performance management strategy on track if they are not performing as intended. In this sense, it is necessary to identify key performance indicators (KPIs) related to current initiatives and goals.

These indicators help organizations use available data to better understand operations. For example, if one wants to increase the user experience with a KPI it is possible to track it with a Net Promoter Score® (NPS) to analyze how it changes over time. In accordance with modern business

conditions, it is necessary to use the tools of artificial intelligence, which is becoming a powerful tool in various industries [7]. Accordingly, business organizations should consider how they can be helped to improve current processes related to employee development [8].

Artificial intelligence can improve certain segments related to quality assurance by analyzing conversations and highlighting problem areas. Zendesk AI automatically identifies knowledge gaps and uncovers training opportunities to pinpoint training needs and improve employee performance [9].

3. Flow and improvement of sustainable e-employee performance management

3.1. Monitoring, measuring and evaluating performance

Managing the process of e-employee performance management cannot be seen as a one-time activity, but rather a continuous process. The performance standards are normative statements that explicitly determine the minimum level of acceptability of the outcome of a practice under given conditions and limitations. Performance standards indicate the expected level of performance necessary to achieve set goals, taking into account the sustainability of those performances over time. In that process, it is necessary to document the performance plan, which includes the set goals, describes the desired results, certain relative importance of the desired results, compliance of the results with the desired results of the organization as a whole, the way of measuring and evaluating the results and the set standards [10].

Performance monitoring in the entire process of performance management is a continuous process of constant observation, monitoring and tracking of the activities of the organization and its processes and the effects of those activities, i.e. processes in order to gain knowledge about the scope, structure, size and pace of progress according to the planned performance, i.e. a cascaded set of organizational goals. This phase of the performance management process is inseparable from the next phase, which refers to the unfeasible effective and efficient monitoring of performance without carrying out the measurement and evaluation process.

Performance measurement means the systematic determination of values (measures) of previously defined and selected (quantitative or qualitative) measurable indicators. By monitoring the measured values over time, the results of activities and progress in achieving previously established goals are monitored. The term performance evaluation refers to the comparison of the achieved performance with the performance standards as a determination of the extent to which the organization's goals have been achieved) for the purpose of managing the performance of employees. The adequate performance management implies receiving significant feedback on the results achieved because they direct and motivate [9].

Employee performance management and performance measurement systems are used to provide feedback on employee performance, identify poor and good performance, document decisions related to personnel issues such as disciplinary measures and promotions, and assist management in decision-making. [11]. Greater autonomy in work and decision-making and a more harmonious relationship with the manager contribute the most to better employee work performance [12]. The effectiveness of feedback is influenced by the frequency and timing, positive or negative nature, specificity and significance of the feedback, as well as the credibility of the feedback source. Knowledge of the results achieved includes the function of guidance and provides information about the behaviour necessary for the successful performance of work; as well as a motivational function that provides information about behavioural outcomes associated with possible rewards. Learning is a continuous process, where employees are required to make numerous changes that are determined by the need to increase their knowledge base. A learning organization can be defined as "an organization in which people are constantly expanding their capabilities to achieve the results they really want, in which a new and expanded model of thinking is fostered, in which collective aspiration is unleashed and in which people are constantly learning how to work together [13]. These organizations are capable of creating and providing new knowledge and new concepts. In this way, they become more flexible, which enables them to

respond in a timely manner to the demands of the business environment, as well as to achieve the set organizational goals. For example, for employees in public enterprises in Serbia, monetary stimulation and salary are irreplaceable factors of motivation, which is also shown by the results of research on the organizational commitment of employees in commercial banks while intangible factors of motivation proved to be less significant, with the manager stood out as the most significant [14]. The job satisfaction of employees in the public sector showed that earnings, cooperation with the closest colleagues, the possibility of advancement, reward policy, cooperation and good relations with superiors and the nature of the job are directly related to overall job satisfaction [15]. The possibility of learning at the workplace, the quality of teamwork and the supervision of team work have a positive effect on overall job satisfaction [16]. Special attention should be focused on: employee programs and training aimed at their advancement in the hierarchical structure of the organization, a transparent reward system based on achieved performance, greater participation of employees in the decision-making process, which will have a positive impact on the leadership position in the field of research and development of companies [17]. In modern business studies we frequently encounter the term "high performance organizations" denoting organizations that achieve superior financial results over a sustained period of time, based on their ability to adapt and respond quickly to changes in the environment, maintain long-term orientation and integrate and harmonize management processes and structures for continuous improvement of competencies as key resources and success factors [18].

3.2. Software platforms for improving the sustainable e-employee performance management process

If the achieved results of sustainable e-employee performance management do not reach the set standard but significantly deviate from it, it is necessary to develop a performance improvement plan, that is, to determine which activities should be undertaken in order to improve performance to the desired level. The sustainable e-employee performance management process improvement plan (at the organizational level, process level, job level) should be adequately documented. In addition to the performance improvement plan, careful preparation for the implementation of the plan and its purposeful implementation are necessary. For proper performance improvement management, systematic implementation of planned actions aimed at performance improvement is necessary, as well as constant observation and monitoring of the undertaken activities and the effects of those activities in order to progress towards the achievement of the goals foreseen in the performance improvement plan. If the sustainable e-employee performance management improvement goals specified in the plan are achieved, the implementation of the plan is suspended, while otherwise, the implementation of the plan continues and/or corrective actions are taken in order to revise the plan.

In today's modern business system, it is almost impossible to imagine any data analysis and measurement without the support of an information system. The development of ICT has created numerous databases that enable speed and simplicity in providing the necessary knowledge and information. Intellectual capital in the company is the main driver of innovation and competitive advantage in the knowledge-based economy through the application of knowledge management systems, as well as a key factor in creating the organization's strategic advantage. The companies in the ICT sector adequately manage intellectual capital as all the values of the intellectual capital constructs were in the rank of values reported in the findings of more developed countries, which has a significant impact on the business performance proving that the ICT sector can be competitive on the regional, European and global markets[19].

The authors point out that the digital transformation of the hiring process uses also tools such as Applicant Tracking Systems (ATS), artificial intelligence for application analysis, SEO optimisation for career pages, and automated communication tools allow for more precise targeting, faster selection, and reduced bias[20]. In line with that, it is not feasible to manage performance without the managers and their expert collaborators being able to continuously provide valuable information and knowledge for the needs of such an approach and implementation of performance management. All these software related to sustainable e-employee performance management can be divided into four groups [8]:

- 1) strategic management support systems,

- 2) budgeting support systems,
- 3) support systems for managing the performance of business processes;
- 4) support systems for managing the performance of teams and individuals.

For the first group, as examples of representatives, we can highlight ARIS Business Strategy (www.softwareag.com) and ESM+Strategy (www.esmgrp.com), for the second SAP BPC (www.sap.com), Tagetik (www.tagetik.com), SAS Microsoft: Analytic Microsoft Suite, MIS.Brain (www.mi-systems.co.rs), for the third ARIS PPM (www.softwareag.com), Bizagi Engine (www.bizagi.com), Celonis Intelligent Business Cloud (www.celonis.com), MyInvenio Process Insight (www.my-invenio.com) and Scheer PAS (www.scheer-pas.com), and for the fourth MIS.Discovery (www.mi-systems.co.rs), IBM Kenexa (www.ibm.com), SABA Performance Management (www.saba.com), 15Five (www.15Five.com) [8].

Software support systems for strategic management, which are used in the modern sustainable e-employee performance management process, are ARIS Business Strategy (ARIS BS), which as a modelling tool enables users to document, analyze and implement business and IT strategy, strategic goals, key performance indicators and other indicators that the organization wants to separate or innovate. It is part of the ARIS Process Transformation & Management Platform, which connects strategy with operations, offering easy modelling, model collaboration and strategy communication (www.softwareag.com). There are versions of the Web application as well as a Desktop version. It is necessary to note that the ARIS BS approach is holistic, that it is based on the BSC concept, that it affirms the logical and natural interaction between strategic management and performance management and that everything is implemented within the concept of business process management (BPM). The methodological framework of software realization of strategic management of any organization using ARIS BS consists of 3 major phases and 12 methodological steps [10]:

1. Strategic analysis that includes:
 - a. conducting a SWOT analysis
 - b. analysis of market segments
 - c. analysis of the achievement of goals and business plans from the previous period
 - d. defining the mission and vision
 - e. development of business innovation models
2. Formulating a strategy that includes:
 - a. development of a strategic model
 - b. defining strategic goals
 - c. determining tactics, policies and business rules
3. Implementation of the strategy as part of which:
 - a. creation of a strategic map;
 - b. defining critical success factors;
 - c. defining the measurement system (KPI) and responsibility for strategic goals;
 - d. determination of measurement standards.

For each step of the methodology, ARIS BS provides an adequate type of model through which all participants in the process communicate and monitor changes. ARIS Business Strategy is a tool used to implement UMUP in practice. Like ARIS BS, the ESM (Executive Strategy Manager)+Strategy software was developed on the BSC methodology and supports all its steps. The application is Web, very intuitive and easy to use. It contains a part related to the definition of the strategy and its elements, a part for entering implementation data, as well as a part for reporting. Within the part for defining the strategy are three sub-modules with functionalities [9]:

1. Strategy formulation
 - a. defining the mission, vision and values
 - b. PESTEL analysis
 - c. strategic architecture of the organization
 - d. Porter's 5 forces
 - e. SWOT analysis
 - f. list of changes in the organization

2. BSC design
 - a. creating perspectives and themes
 - b. strategic goals
measures and drivers
 - d. strategic initiatives
3. Management of initiatives
 - a. milestones
 - b. performance indicators
 - c. actions/tasks
 - d. strategic maps.

In order to be able to monitor the realization of goals, it is necessary to enable the entry of data on the realization of measures, drivers, KPIs, initiatives. These data will be used in various reports through which the achievements are monitored in relation to the planned values. Esm+strategy enables manual data entry for all the listed elements, as well as loading data from Excel, defining formulas, or linking data. In the ESM strategy, based on set target/plan values and entered or loaded data on achievements, there is a series of predefined reports that show the achievements of goals, indicators, and initiatives. Reports can also be created by the user, so that the user himself defines the content of the report. On the basis of the defined strategic map and all its elements, and by entering data representing the realization, the achievement of goals can be monitored in a simple way.

3.3. Software support systems for sustainable e-employee performance management process of teams and individuals

Software support for managing individual and team performance is relatively small. However, there are many partial solutions that do not cover all aspects of individual and team performance. In order to overcome this problem, MIS. Discovery was launched as a conceptual solution by the author of many works on the topic of performance management of individuals and teams. MIS. Discovery is the result of several years of research work dedicated to the theoretical and methodological problems of performance management, especially the performance of individuals and teams [21]. The results of their work were articulated through a new development and research project, the software product MIS.Discovery, which was used to implement UMUP in practice. MIS. Discovery is a product is based on the idea of managing immeasurable, intangible assets and is a product that provides vital infrastructure and strategic applications that support the management of intangible assets in order to increase the outstanding performance of strategic internal processes, operations and projects that an organization implements its strategy.

The MIS.Discovery system is based on three key factors, namely expected performance, measured performance and rated performance. Defining the expected performance (results/behavior) related to the organization's goals implies a preliminary review, consideration and deeper understanding of the set goals of the organization in order to specify the desired types of work behavior and, especially, results such as products or services needed by internal or external users for the organization as a whole, its parts, teams and individuals. Performance management actually turns goals into results. Those results are described by the terms potential, competence, work behavior, quantities, quality, timeliness, costs [8]. According to these authors, performance measurement is the systematic definition and filtering of quantitatively or categorically measurable indicators, and taking their measures (values) at predefined time intervals. By tracking measured values over time, achievements and progress in achieving planned values (standards) can be monitored. Information obtained by measurement enables: monitoring (and predicting) changes significant for purposes.

4. Conclusion

Due to constant changes in the business environment, both organizations and employees in organizations, which are characterized by high performance, expect employees to be ready for constant learning, change, adaptation and improvement. The condition of survival for the individual and the company becomes lifelong learning and expansion of knowledge. Continuous improvement implies learning as a constant, informal and intensive interaction of employees, managers, business trainers and their teams. The process of monitoring the sustainable e-employee performance management process is seen as a constant transmission and receiving of knowledge from other employees so that everyone is simultaneously in the role of both student and teacher.

Within the business organization that has implemented the process of sustainable e-employee performance management process, there is a company that is characterized by more successful operations than its competitors based on indicators such as business strategy, profitability and meeting the needs of users of products and services. For the company's operations, which is determined by a high level of the sustainable e-employee performance management process, it is vitally important that the company's vision and mission are constantly aligned with the business strategy. Employees should have a clear idea of the company's strategy and values so that they can be effective in their jobs. Employees in organizations that are characterized by high performance work want to be the best in their industry and to lead their company's operations to achieve top results. This goal is highly positioned in the business of organizations through the sustainable e-employee performance management process at a high level with the aim of improving them in the long term. Most often, the business of organizations within which the sustainable e-employee performance management process has been implemented is achieved through business results aimed at achieving a high level of performance. These organizations strive to achieve their business goals far above those of potential competitors, i.e. above standard norms over a long period of years.

A special feature of employees in organizations that have a high level of sustainable e-employee performance management process is manifested through taking responsibility and risk for further action in the direction of achieving the set goals even though they face criticism, difficulties or a high percentage of business risk. The employees in organizations characterized by the higher level of sustainable e-employee performance management process achieve greater results than other competitors in the same unit of time. These employees have more experience, energy and courage for new business ventures, and their work and achieved results become more efficient and employees advance faster in their profession. The impact of the work of employees is very pronounced, considering that their work has been improved with the help of various tools that include elements of artificial intelligence, the implementation of which has been very popular in the last few years. As a result of all of the above, the implementation of the sustainable e-employee performance management process is very important, considering that it enables the creation of financial reports that show the financial stability of a certain business organization.

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