

Review

Performance Evaluation Methods in Contemporary Professional Practice

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Abstract: Performance evaluation methods have become fundamental mechanisms for organizational success in contemporary professional practice, enabling businesses to assess operational efficiency, strategic alignment, and competitive positioning in rapidly evolving markets. This paper examines the multifaceted landscape of performance measurement and management systems, exploring their implementation processes, design frameworks, and practical applications across diverse professional contexts. The study investigates how organizations adapt traditional performance evaluation approaches to address challenges posed by digital transformation, post-pandemic operational shifts, and the increasing complexity of business environments. Through systematic analysis of established frameworks and emerging methodologies, this research demonstrates how performance measurement systems serve as critical tools for change initiatives, continuous improvement programs, and strategic decision-making processes. The paper further explores the role of organizational culture in shaping measurement practices and examines obstacles that hinder effectiveness in implementation. By synthesizing contemporary research and practical applications, this work provides comprehensive insights into how performance evaluation methods support professional practice across sectors including small and medium enterprises, industrial collaborations, and project-based organizations, while highlighting the theoretical foundations that underpin successful measurement and management control systems.

Keywords: performance measurement; management systems; implementation process; organizational practice; continuous improvement; digital transformation

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1. Introduction

The contemporary business landscape demands sophisticated approaches to performance evaluation that extend beyond traditional financial metrics to encompass broader operational, strategic, and stakeholder-oriented dimensions. Organizations operating in today's complex environments require comprehensive measurement frameworks that can capture the multifaceted nature of performance while providing actionable insights for decision-making and strategic planning [1]. The evolution of performance measurement systems reflects fundamental shifts in how businesses conceptualize success, moving from narrow profit-focused assessments toward holistic evaluations that consider sustainability, innovation capacity, and adaptive capabilities [2]. These systems have emerged as essential instruments for navigating uncertainty, managing change, and maintaining competitive advantage in markets characterized by

technological disruption and shifting stakeholder expectations. The implementation and effective utilization of performance measurement frameworks present significant challenges for organizations, particularly small and medium enterprises that must balance resource constraints against the need for robust evaluation mechanisms. Research demonstrates that contemporary measurement practices must respond dynamically to changing business environments, incorporating digital technologies and adapting to unprecedented disruptions such as global health crises that fundamentally alter operational contexts [3,4]. Understanding the theoretical foundations, practical applications, and implementation dynamics of contemporary performance evaluation methods becomes crucial for professionals seeking to enhance organizational effectiveness and achieve sustainable competitive positioning in rapidly changing business environments. The post-pandemic period has particularly highlighted the necessity for flexible measurement systems that can accommodate rapid shifts in work arrangements, spatial configurations, and service delivery models [5]. Contemporary frameworks must therefore integrate traditional performance metrics with emerging considerations related to digital transformation, stakeholder engagement, and environmental sustainability [6].

2. Theoretical Foundations and Framework Design

2.1. Conceptual Architecture of Measurement Systems

Performance measurement systems constitute structured approaches for collecting, analyzing, and reporting data that reflect organizational achievement against predetermined objectives and benchmarks. The conceptual architecture underlying these systems draws from multiple theoretical perspectives that emphasize the interconnection between measurement activities and organizational outcomes [7]. Contemporary frameworks recognize that effective performance evaluation requires integration across multiple dimensions including financial viability, operational efficiency, customer satisfaction, and innovation capacity. The theoretical foundations emphasize that measurement systems must function as comprehensive management tools rather than isolated data collection exercises, providing actionable intelligence that informs both strategic direction and operational improvement initiatives. Organizations implementing these systems must navigate complex design decisions regarding metric selection, data collection methodologies, reporting frequencies, and stakeholder communication strategies [8]. The effectiveness of performance measurement frameworks depends significantly on their ability to provide timely, accurate, and relevant information that supports both operational management and strategic planning activities. Research indicates that successful measurement architectures incorporate balanced perspectives that prevent overemphasis on any single dimension while maintaining coherence across diverse organizational functions [9]. The design process must consider organizational context, strategic priorities, and resource availability to create frameworks that are both comprehensive and practically implementable within specific operational environments.

2.2. Implementation Dynamics in Organizational Contexts

The implementation of performance measurement systems represents a critical phase that determines whether theoretical frameworks translate into practical organizational benefits. Studies examining implementation processes reveal that successful deployment requires careful attention to organizational readiness, stakeholder engagement, and change management protocols [1]. Small and medium enterprises face particular challenges during implementation, as they typically operate with limited resources while confronting the same competitive pressures that drive larger organizations to adopt sophisticated measurement practices. The implementation process encompasses multiple stages including system design, metric definition, data infrastructure development, stakeholder training, and ongoing refinement based on operational feedback [10]. Organizations must establish clear governance structures that define roles, responsibilities, and accountability mechanisms for measurement activities, ensuring that

performance evaluation becomes embedded in routine organizational practices rather than remaining a peripheral administrative function. The transition from traditional measurement approaches to contemporary integrated systems often encounters resistance stemming from cultural inertia, fear of increased scrutiny, or skepticism regarding the value proposition of enhanced measurement capabilities. Successful implementation therefore requires leadership commitment, transparent communication regarding system objectives, and demonstrated linkages between measurement activities and organizational improvements [2]. The dynamic nature of contemporary business environments necessitates that implementation processes incorporate flexibility, allowing systems to evolve in response to changing strategic priorities and operational realities.

2.3. Integration with Digital Technologies

The integration of digital technologies into performance measurement systems has fundamentally transformed how organizations collect, analyze, and utilize performance data. Digital platforms enable real-time data capture, automated reporting, and sophisticated analytics that were previously impossible or prohibitively expensive for most organizations [6]. Contemporary measurement systems increasingly leverage digital tools to enhance data accuracy, reduce administrative burden, and provide more timely performance insights to decision-makers. The digitalization of performance measurement facilitates more frequent monitoring cycles, enabling organizations to identify emerging issues and opportunities more rapidly than traditional periodic review processes permitted. Project management contexts particularly benefit from digital measurement integration, as modern construction and development initiatives require continuous monitoring of progress against planned schedules and resource allocations [3]. Digital measurement platforms support more granular tracking of project milestones, resource utilization, and quality indicators, providing project managers with enhanced visibility into operational dynamics and early warning signals regarding potential delays or cost overruns. However, the adoption of digital measurement technologies also introduces new challenges related to data security, system integration, and the need for enhanced technical capabilities among organizational personnel. Organizations must balance the potential benefits of digital measurement tools against implementation costs and the organizational change required to fully realize these benefits. Table 1: This table details the key components of digital performance measurement systems, outlining their specific functions and resulting organizational impacts.

Table 1. Key Components of Digital Performance Measurement Systems.

Component	Function	Organizational Impact
Real-time Data Collection	Automated capture of operational metrics	Enhanced monitoring frequency and accuracy
Analytics Platforms	Advanced data processing and visualization	Improved insight generation and decision support
Dashboard Interfaces	Centralized performance reporting	Increased accessibility and stakeholder engagement
Integration Architecture	Connection across organizational systems	Comprehensive performance visibility
Mobile Access	Remote monitoring capabilities	Flexibility in management oversight

3. Application Domains and Sectoral Adaptations

3.1. Performance Measurement in Small and Medium Enterprises

Small and medium enterprises represent a critical segment of the global economy, yet they face distinct challenges in implementing comprehensive performance measurement systems due to resource constraints and organizational capacity limitations. The application of performance measurement frameworks in SME contexts requires adaptation of standard approaches to accommodate the realities of smaller organizational

structures, limited specialized personnel, and tighter budget constraints [1]. Research examining SME implementation experiences reveals that successful measurement systems in these contexts prioritize simplicity, focus on critical performance dimensions, and leverage existing data collection processes rather than creating entirely new measurement infrastructure. SMEs often benefit from phased implementation approaches that introduce measurement capabilities incrementally, allowing organizations to develop competencies and demonstrate value before expanding system scope. The cultural dimensions of performance measurement assume particular importance in smaller enterprises where organizational culture is often more homogeneous and directly influenced by founding leadership [8]. Performance measurement systems in SMEs must align with entrepreneurial cultures that emphasize agility, innovation, and customer responsiveness, ensuring that measurement activities support rather than constrain these organizational characteristics. The effectiveness of measurement systems in SME contexts depends heavily on their ability to provide actionable insights that directly inform operational decisions and strategic adjustments, as smaller organizations typically lack the luxury of measurement activities that do not yield immediate practical benefits.

3.2. Change Initiatives and Continuous Improvement Programs

Performance measurement systems serve as essential enabling mechanisms for organizational change initiatives and continuous improvement programs, providing the data foundation necessary to identify improvement opportunities, track intervention effectiveness, and sustain momentum for organizational transformation [2]. The relationship between measurement systems and change management reflects the fundamental principle that organizations cannot effectively manage what they do not measure, as performance data provides both the justification for change and the evidence of its impact. Contemporary change initiatives increasingly recognize that measurement systems must evolve alongside organizational transformations, adapting metrics and reporting structures to reflect new strategic priorities and operational processes. Continuous improvement environments place particular demands on performance measurement systems, requiring frameworks that can detect incremental gains, identify process variations, and support root cause analysis of performance shortfalls [11]. Organizations pursuing continuous improvement philosophies must overcome obstacles that impede measurement effectiveness, including data quality issues, metric proliferation, and disconnection between measurement activities and improvement actions. The effectiveness of performance measurement in supporting continuous improvement depends on establishing clear linkages between measured outcomes and specific process characteristics, enabling improvement teams to target interventions precisely and validate their impact through subsequent measurement cycles. Organizations must also address temporal considerations, as continuous improvement initiatives require sustained measurement over extended periods to distinguish genuine performance trends from random variation.

3.3. Collaborative and Network Performance Evaluation

The increasing prevalence of collaborative arrangements and network organizations creates new challenges for performance measurement, as traditional frameworks designed for hierarchical organizations often prove inadequate for evaluating performance across organizational boundaries. Industrial collaborations and supply chain partnerships require measurement approaches that can assess both individual organizational contributions and collective network outcomes [12]. The practice of performance measurement in collaborative contexts necessitates careful negotiation regarding metric definitions, data sharing protocols, and the allocation of improvement responsibilities when measurement reveals performance gaps. Collaborative measurement systems must balance the interests of multiple stakeholders while maintaining sufficient standardization to enable meaningful performance comparisons and trend analysis across network participants. Organizations engaged in collaborative

relationships often struggle to implement effective measurement practices due to concerns regarding competitive information disclosure, differences in measurement capabilities among partners, and the complexity of attributing performance outcomes to specific organizational contributions. Successful collaborative measurement requires establishing governance frameworks that define measurement objectives, ensure data confidentiality where appropriate, and create mechanisms for translating measurement insights into coordinated improvement actions. The design phase of collaborative measurement systems assumes critical importance, as participating organizations must achieve consensus regarding performance dimensions, measurement methodologies, and reporting structures before implementation commences [12]. Table 2: This table outlines the primary challenges in collaborative performance measurement, listing specific issues and corresponding mitigation strategies.

Table 2. Challenges in Collaborative Performance Measurement.

Challenge Category	Specific Issues	Mitigation Strategies
Data	Confidentiality concerns and	Establish clear data access policies and
Governance	sharing protocols	aggregation methods
Metric	Varying definitions and	Develop common measurement standards
Standardization	calculation methods	and validation processes
Attribution	Difficulty assigning	Implement multi-level measurement
Complexity	responsibility for outcomes	frameworks
System	Technical compatibility	Utilize standardized data formats and
Integration	across organizations	interfaces
Incentive	Conflicting organizational	Create shared performance targets and
Alignment	priorities	benefit distribution mechanisms

4. Cultural and Environmental Influences

4.1. Corporate Culture and Measurement Effectiveness

Corporate culture exerts profound influence on the effectiveness of performance measurement and management systems, shaping how measurement data is interpreted, communicated, and utilized in organizational decision-making processes. The relationship between culture and measurement reflects deeper organizational values regarding transparency, accountability, and the role of quantitative evidence in management practices [8]. Organizations with cultures that emphasize data-driven decision-making and continuous learning tend to derive greater value from performance measurement systems, as these cultural characteristics support the integration of measurement insights into routine management activities. Conversely, cultures characterized by hierarchy, risk aversion, or skepticism toward quantitative analysis may resist measurement initiatives or implement systems that generate data without influencing organizational behavior. The alignment between measurement system design and organizational culture represents a critical success factor, as systems that conflict with deeply held cultural values typically encounter implementation resistance and limited utilization regardless of their technical sophistication. Performance measurement initiatives must therefore consider cultural compatibility during design phases, adapting frameworks to leverage existing cultural strengths while gradually expanding organizational comfort with data-driven management approaches. Leadership plays a pivotal role in shaping the cultural context for performance measurement, as executive commitment to measurement activities signals organizational priorities and legitimizes the use of performance data in decision-making and resource allocation processes.

4.2. Environmental Dynamics and Measurement Adaptation

The changing business environment significantly impacts performance measurement and management practices, requiring organizations to continuously adapt

their measurement frameworks to remain relevant amid shifting competitive conditions, technological innovations, and stakeholder expectations [4]. Environmental turbulence challenges traditional measurement approaches that assume relatively stable operating contexts, as rapid changes in competitive dynamics, customer preferences, or regulatory requirements can quickly render established metrics obsolete or misleading. Organizations operating in dynamic environments must develop measurement systems with sufficient flexibility to incorporate new performance dimensions while maintaining continuity in core metrics that enable longitudinal trend analysis. The impact of environmental change extends beyond metric selection to encompass fundamental assumptions regarding performance causality, as the relationships between organizational actions and outcomes may shift substantially in response to external disruptions. Contemporary organizations increasingly recognize that measurement systems must function as adaptive tools that evolve alongside environmental conditions rather than static frameworks that impose rigid evaluation structures. The post-pandemic period exemplifies how dramatic environmental shifts necessitate measurement adaptation, as organizations confronted unprecedented changes in work arrangements, customer behavior, and operational constraints that existing measurement systems were not designed to address [5]. Professional practices across sectors have been compelled to reconsider fundamental performance dimensions, incorporating new metrics related to remote work effectiveness, digital service delivery, and spatial adaptation in response to changed environmental realities.

4.3. Sector-Specific Measurement Considerations

Different professional sectors exhibit distinct performance measurement requirements reflecting their unique operational characteristics, stakeholder priorities, and competitive dynamics. Project-based sectors such as construction and development face particular measurement challenges stemming from the temporary nature of project organizations, the involvement of multiple specialized contractors, and the criticality of schedule and budget adherence [3]. Performance measurement in these contexts must accommodate project-specific characteristics while maintaining sufficient standardization to enable cross-project learning and organizational capability development. The architectural and built environment professions have experienced significant measurement evolution as post-pandemic realities have elevated the importance of flexibility, health considerations, and adaptability in building design and utilization [5]. Contemporary performance evaluation in these sectors increasingly incorporates metrics related to spatial versatility, environmental quality, and user wellbeing alongside traditional considerations of cost efficiency and aesthetic achievement. Professional service organizations face measurement challenges related to the intangible nature of their outputs, the variability in client requirements, and the difficulty of attributing outcomes to specific organizational interventions. These sectors require measurement frameworks that can capture dimensions such as client satisfaction, professional development, innovation capacity, and reputation alongside conventional financial performance indicators. Table 3: This table compares sector-specific performance measurement priorities, highlighting primary dimensions and unique challenges across industries.

Table 3. Sector-Specific Performance Measurement Priorities.

Sector	Primary Performance Dimensions	Measurement Challenges
Project Management	Schedule adherence, cost control, quality achievement	Temporary organizations, multiple stakeholders, unique requirements
Professional Services	Client satisfaction, innovation, expertise development	Output intangibility, attribution complexity, long impact horizons
Architecture and Design	Adaptability, user wellbeing, aesthetic quality	Subjective evaluation criteria, post-pandemic requirement shifts

Sector	Primary Performance Dimensions	Measurement Challenges
Manufacturing	Efficiency, quality consistency, resource utilization	Process complexity, supply chain dependencies, technology integration
Digital Services	User engagement, platform reliability, innovation velocity	Rapid technology change, evolving user expectations, competitive intensity

5. Implementation Obstacles and System Effectiveness

5.1. Barriers to Effective Performance Measurement

Organizations implementing performance measurement systems encounter numerous obstacles that impede their effectiveness in generating meaningful organizational improvements. These barriers span technical, organizational, and behavioral dimensions, requiring multifaceted interventions to address comprehensively [11]. Technical obstacles include data quality issues, system integration challenges, and limitations in analytical capabilities that prevent organizations from extracting full value from collected performance data. Organizational barriers encompass resource constraints, competing priorities, and structural characteristics that complicate the implementation and maintenance of comprehensive measurement systems. Behavioral obstacles reflect resistance to measurement activities stemming from concerns regarding increased scrutiny, fear of negative performance revelations, or skepticism regarding the value of measurement investments. Continuous improvement environments face particular effectiveness challenges when measurement systems generate excessive data volumes without clear prioritization mechanisms, leading to information overload and paralysis in improvement decision-making. The disconnect between measurement activities and actionable improvement initiatives represents a critical effectiveness barrier, as organizations may invest substantial resources in data collection and reporting without establishing clear processes for translating performance insights into operational changes. Addressing these obstacles requires systematic attention to system design, implementation planning, and ongoing governance to ensure that measurement activities remain aligned with organizational priorities and capabilities.

5.2. Theoretical Frameworks for Measurement Understanding

Theoretical frameworks provide essential foundations for understanding performance measurement phenomena and guiding the development of effective measurement and management control systems. These frameworks draw from diverse disciplinary perspectives including management accounting, organizational theory, and strategic management to explain how measurement systems influence organizational behavior and performance outcomes [13]. Contemporary theoretical perspectives emphasize the importance of integrating multiple explanatory lenses to capture the complexity of measurement phenomena, as single-theory approaches often prove inadequate for explaining the varied impacts of measurement systems across different organizational contexts. Methodological frameworks guide researchers and practitioners in designing measurement systems that can generate valid explanations for performance variation while supporting practical management needs. The theoretical understanding of performance measurement continues to evolve as scholars incorporate insights from behavioral economics, institutional theory, and complexity science to explain measurement system design choices and implementation outcomes. Organizations benefit from theoretical frameworks that provide structured approaches to diagnosing measurement system deficiencies, identifying improvement opportunities, and predicting the likely impacts of measurement interventions. The integration of theoretical insights with practical experience enables the development of more robust measurement frameworks that can accommodate organizational diversity while maintaining conceptual coherence.

5.3. Achieving Sustainable Measurement Effectiveness

Sustaining the effectiveness of performance measurement systems over extended periods requires ongoing attention to system maintenance, metric relevance, and organizational learning processes. Organizations must establish governance mechanisms that periodically review measurement frameworks to ensure continued alignment with strategic priorities and environmental conditions [7,9]. Drawing on Yuan's study of high-frequency financial data and market microstructure mechanisms, performance measurement systems can be seen as dynamic information systems where latent noise and evolving structures may affect the reliability of indicators [14]. The sustainability of measurement effectiveness thus depends on maintaining stakeholder engagement with measurement activities, which requires demonstrating tangible connections between measurement insights and organizational improvements, similar to ensuring high-frequency financial signals remain meaningful amid structural market changes. Performance measurement systems risk obsolescence when they fail to evolve alongside organizational changes, as metrics that once provided valuable insights may become irrelevant or misleading [7,9]. Organizations pursuing sustainable measurement effectiveness must balance stability in core metrics with flexibility to incorporate emerging performance dimensions, enabling longitudinal trend analysis while remaining responsive to changing management information needs. The development of organizational capabilities for measurement system management represents a critical factor in achieving sustainable effectiveness, as sophisticated frameworks require personnel with technical expertise, analytical skills, and understanding of organizational dynamics. Investment in capability development ensures that organizations can maintain measurement systems effectively, extract maximum value from collected data, and adapt frameworks as needed to address evolving performance management requirements [7,9]. Table 4 identifies the key factors influencing the long-term sustainability of performance measurement systems and Table 5 summarizes contemporary performance measurement best practices, providing key recommendations and implementation considerations.

Table 4. Factors Influencing Measurement System Sustainability.

Factor Category	Critical Elements	Sustainability Impact
Governance Structure	Review processes, accountability assignment, resource allocation	Ensures ongoing relevance and system maintenance
Stakeholder Engagement	Communication practices, demonstrated value, participation mechanisms	Maintains organizational commitment and utilization
Technical Infrastructure	Data systems, analytical tools, integration capabilities	Enables efficient operation and insight generation
Organizational Capability	Personnel expertise, training programs, knowledge management	Supports effective system management and evolution
Strategic Alignment	Regular reassessment, metric relevance, priority connection	Maintains management attention and resource support

Table 5. Contemporary Performance Measurement Best Practices.

Practice Area	Key Recommendations	Implementation Considerations
Metric Selection	Focus on critical dimensions, balance perspectives, ensure measurability	Align with strategy, limit total metrics, validate data availability
System Design	Integrate across functions, emphasize actionability, incorporate flexibility	Consider organizational capacity, plan for evolution, ensure user accessibility
Implementation Process	Phased deployment, stakeholder engagement, pilot testing	Manage change effectively, provide training, establish governance

Practice Area	Key Recommendations	Implementation Considerations
Data Management	Ensure quality, automate collection, protect security	Invest in infrastructure, validate accuracy, define protocols
Utilization Enhancement	Link to decisions, support improvement, communicate insights	Create feedback loops, demonstrate value, integrate with planning

6. Conclusion

Performance evaluation methods in contemporary professional practice have evolved into sophisticated frameworks that serve multiple organizational purposes including strategic planning, operational management, change facilitation, and stakeholder communication. The effectiveness of these systems depends critically on thoughtful design that balances comprehensiveness with simplicity, alignment with organizational culture and strategic priorities, and implementation approaches that secure stakeholder engagement while building necessary capabilities. Organizations across diverse sectors and sizes can derive substantial benefits from robust performance measurement systems, though the specific frameworks and implementation approaches must be adapted to accommodate particular organizational contexts, resource availabilities, and competitive environments. The challenges associated with performance measurement implementation are substantial but not insurmountable, requiring sustained leadership commitment, systematic attention to technical and organizational obstacles, and ongoing governance to maintain system relevance amid changing conditions. Contemporary measurement systems must integrate traditional performance dimensions with emerging considerations related to digital transformation, environmental sustainability, and post-pandemic operational realities. The theoretical foundations underlying performance measurement continue to develop, providing increasingly sophisticated frameworks for understanding measurement phenomena and guiding practical system design. Future developments in performance measurement will likely emphasize greater integration with digital technologies, enhanced real-time monitoring capabilities, and more sophisticated analytical approaches that leverage artificial intelligence and machine learning to extract deeper insights from performance data. Organizations that successfully implement and sustain effective performance measurement systems position themselves advantageously for navigating complexity, responding to environmental changes, and achieving sustained competitive success in their professional domains.

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