



Akademik Eğitim ve Sosyal Bilimler Dergisi (AJESS Journal)

The Challenges of Individual Performance

LADJAILIA Youcef, Badji Mokhtar University of Annaba, Algeria
ladjailiayoucef@gmail.com
Khadidja Charefeddine, Badji Mokhtar University of Annaba, Algeria
charefeddine23khadidja@gmail.com

Article History

Received : 02/08/2026 Accepted : 24/09/2026 Published :26/09/2026

Abstract :

In a constantly evolving environment, optimizing individual performance requires combining organizational productivity with employee fulfillment. Based on a deductive approach and a review of positivist literature, our study identifies four fundamental pillars: strategic alignment, motivation, skills development, and recognition. Through a three-step process—key concepts, current challenges, and operational strategies—this article offers a pragmatic analytical framework to support human performance in the face of transformations in the world of work.

Keywords: Individual performance, organizational productivity, operational strategies

Introduction

In a context where competition is intensifying and where technological and societal evolution is redefining professional standards, individual performance is emerging as a keystone. As the underlines Drucker (1954) pioneer of management modern, "efficiency "It is not only important, it is fundamental." This statement resonates in a landscape where individual performance is no longer measured solely in terms of tangible results, but also in terms of contribution, agility, and adaptability.

Thus, our exploration begins with a deep dive into the conceptual foundations of business performance, highlighting its various facets and evolutions over time. This perspective illuminates the contours of a reality where the notion of performance transcends the simple completion of tasks to extend to the achievement of organizational objectives, as suggested by Bourguignon (2001).

However, face to challenges contemporary there question crucial se profile : how How can we optimize individual performance in a constantly changing environment? It is from this perspective that our article examines the challenges and opportunities related to individual performance in business, while exploring the levers to be used and the strategies to be deployed. quest of a fulfillment professional harmonious, partner has a productivity increased collaborators thus become the central focus of our investigation.

Our theoretical journey is divided into several distinct but interconnected sections. We begin our exploration with an in-depth look at the conceptualization of performance in business, examining its historical evolution and current polysemy. Next, we address the contemporary challenges of individual performance, informed by the work of leading researchers. This analysis is complemented by a review of the levers identified in the literature, highlighting their role in optimizing individual performance. Finally, we explore the advanced strategies emerging as relevant responses to current challenges, seeking to reconcile productivity, professional fulfillment, and continuous adaptation.

1- Corporate Performance: A Conceptual Exploration, Individual Development, and Professional Impacts

1-1- Exploration Conceptual of there Performance :

Companies are faced with the need to guide their progress based on a vision more holistic of there performance (Dlimi . S. 2020). According to HR Lobby (1980), cited by Belgaid (2020, p. 347), two approaches fundamentals emergent For conceptualize performance: the goals-oriented approach (goals achievement model) and the resource-oriented approach (resource acquisition model).

The concept of performance takes us back to the historical origins of the term, etymologically derived from the Old French "parformer", meaning "to accomplish, to execute", to 13th century. At 15th century, he appears in English with "to perform", giving The word "performance" originated in France. It encompasses both the completion of a process or task with its resulting outcomes, and the success attributed to it. The word "performance" has its roots in French after a detour across the Channel (Dlimi, S. 2020).

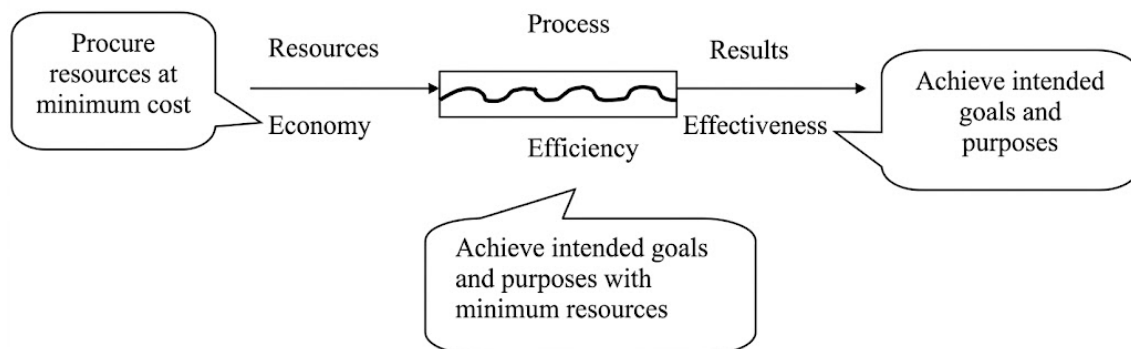
According to Guenoun (2009), This detour confers two acceptances At concept : there first THE defined as the process of perfection formation (Aubert, 2006), sharing its prefix "per" with THE word "perfection". The other definition, more narrow And inspired of English, refers to the idea of carrying out an action to its conclusion, of achieving the objectives (Lorino, 2003).

According to Pesqueux (2004), performance is characterized by significant polysemy, involving the assessment of the activities, of the process, of the results And even of the externalities of the company on her environment. This concept, in so much that built, present as much of meanings that exist for individuals or groups who use it.

For a manager, performance can be translated into the profitability or competitiveness of their company; for an employee, it can be linked to the work environment; and for a customer, to the quality of services provided (Dlimi, S., 2020). This multiplicity of approaches makes it an overdetermined concept, while remaining indeterminate due to the diversity of the groups composing the organization (E.-M. Morin, 1992). Thus, performance, according to Pesqueux, is a "catch-all" term, encompassing both the idea of action (performing) and of state (performance as a completed stage), and remains a matter of perception between individuals. able train of the conflicts in period of crisis. By Consequently, there performance reflects a compromise between conflicting interests, bringing together a set of complementary and sometimes contradictory parameters (M. Lebas, 1995).

According to Bourguignon in management science, performance is defined as the achievement of goals organizational independently of there nature And of there variety of these objectives. This. realization can be included At sense strict (result, outcome) Or At sense broadly encompassing the process leading to the result (action). For Lebas (1995), performance only takes shape if it is measurable, and this measurement cannot be limited to the knowledge of a result. Thus, the evaluation of achieved results is carried out by comparing them to the desired results (Bouquin, 2004). Bouquin presents the general problem of performance as a process broken down into three elements:

Figure 1 : Performance (Adapted from Bouquin, 2004)



Source : Book 2004

In its managerial context (Bouguignon, 1997), the concept of performance encompasses several dimensions, including:

1. **"Result" performance:** This dimension is characterized by the level of achievement of objectives, where performance is evaluated based on its proximity to a predefined benchmark (Burlaud et al., 1995). It represents the degree of accomplishment of the set objectives.
2. **Performance "action":** This perspective allows us to differentiate between competence, defined as the capacity to act and produce, and actual performance, which materializes through the realization of an action. Performance is thus associated with the process, highlighting the transition from potentiality to actual realization (Burlaud et al., 1995).
3. **Performance "success":** Contrary to has a interpretation immediate, THE success is not intrinsically linked to performance. It depends on the degree of ambition. of the goals fixed And of the terms social Who influence the assessment of success. In this sense, a performance cannot be categorically classified as good or bad, because the same the result may be considered as a success depending on the ambition of the objective (Burlaud et al., 1995). This approach highlights the importance of considering efficiency in an environmental context and the duality between the object being evaluated and the evaluator.

In addition, D. Bessire (1999) adds a rational dimension, stemming from the implicit validation always associated with "managerial voluntarism". Thus, the notion of performance is structured around the triptych "Objectives, Means, Results", where the economy of resources leads to the effectiveness of processes and efficiency in achieving pre-established objectives and goals.

This conceptualization establishes a connection between organizational objectives, efficient resource allocation, and the

achievement of expected results, illustrating the intrinsic complexity of performance within a managerial framework (Dlimi, S. 2020).

Otherwise said, For that a business manages to achieve there performance, he East It is imperative to respect this three-part structure and establish coherence between its different components. The fundamental relationships between these elements are defined as follows: the relevance between the means deployed And THE goals fixed, Thus that efficiency between THE results obtained and the previously defined objectives (Dlimi . S. 2020).

1-2- Evolution and Complexity of Individual Performance: Conceptual Foundations and Organizational Perspectives

The use of the concept of individual performance has seen significant growth in both academic and professional circles over the past four decades (El Kiassi & Jahidi, 2022).

However, little effort has been made to elucidate this complex concept, intrinsically linked to several disciplines and encompassing various dimensions, hence its polysemous nature (Idrissi & Loulid, 2018).

Chronologically, there research has evolved of a focus on THE jobs And their specific tasks towards a broader understanding of professional roles within dynamic organizational contexts (Ilgen & Hollenbeck, 1991). Historically, individual performance has been defined as a global indicator associated with a set of criteria measuring THE success professional (Bingham, 1926; Nagle, 1953) Or there achievement of the set objectives (Bailey, 1983).

This multidimensional concept, composed of process and outcome aspects, encompasses on the one hand "what people do at work, in the action itself" (Volmer et al., 2008), and on the other hand, it is defined by judgment and the evaluative process (Sonnentag & Frese, 2005). Campbell insists on there prioritization And there measure of the shares For define there performance (Campbell et al., 1993).

The outcome aspect represents the consequence of individual behavior (Volmer et al., 2008). Campbell's work (Campbell, Dunnette, Lawler, and Weick, 1970; Campbell, 1990, 1999) defines individual performance as a multidimensional behavioral construct, corresponding to a set of behaviors or actions contributing has the attack of the goals organizational measurable in terms of contributions to the objectives (Campbell, 1999).

Although various definitions and performance measurement criteria persist, performance is increasingly conceptualized as a set of behaviors directed towards achieving organizational objectives, valued by the company. And able be directly evaluated (Austin, Villanova, Kane And Bernadin, 1991

; Bailey, 1983; Campbell And al., 1970; Naylor, Pritchard And Ilgen, 1980; Schneier And Beatty, 1979).

Authors such as Murphy and Cleveland (1995), Motowildo (2003), Jamal (2016), and Rubina And al. (2008) offer of the definitions varied, considering there performance individual as the set of behaviors relevant to the organization, the total expected value of discrete behaviors over a given period, the success of an assigned task, and the consequence of competence, effort, and working conditions.

In summary, the concept of individual performance at work encompasses several dimensions, This Who justifie there diversity of the acceptances Who in stem (The Kiassi & Jahidi, 2022). These introductory considerations provide an essential framework for subsequently addressing the in-depth discussion on individual performance in business.

1-3- There Performance Individual in business : Perspectives, Measures And Impacts :

Individual performance in the workplace is a crucial topic for understanding employee effectiveness and contribution within organizations. This section will examine relevant research that has closely analyzed individual performance within the specific context of the company.

Within a company, individual performance is often defined in terms of alignment with THE goals organizational. Campbell And al. (1970) have underlines there

The need for a measurable individual contribution towards achieving the organization's goals. This perspective highlights the intrinsic link between individual actions and the results desired by the company.

There performance individual in business can be conceptualized as A together behaviors and actions that contribute directly to the achievement of organizational objectives (Campbell, 1990). This paradigm highlights the importance of individual performance oriented towards the results expected by the company.

Naylor, Pritchard, and Ilgen (1980) emphasize the importance of valuing individual performance within organizations. In this context, recognizing individual contributions to the company's success becomes a key factor in employee motivation and satisfaction.

Schneier and Beatty (1979) highlight the need that individual performance in a company, it must be directly evaluable. This characteristic is crucial for enabling an evaluation. objective of the contributions individuals And facilitate there management of the performance within the organization.

The professional environment influences individual performance. Rubina et al. (2008) identify THE SKILLS, the effort And there nature of the terms of work as of the Interconnected factors influence performance. Understanding these conditions is essential to optimizing individual contribution within a company.

In summary, there performance individual in business East closely linked has there realization from organizational objectives, to recognition by the organization, and to the direct measurement of individual contributions. Future research could further explore the specific mechanisms that facilitate and optimize performance individual within companies.

2- Challenges of there Performance Individual in Business :

An examination of the challenges of individual performance in companies reveals complex dynamics Who influential on there productivity, there satisfaction of the employees, And Ultimately, on the success organizational. This section explores the work of major researchers to shed light on the main issues related to individual performance.

- 1- Alignment with THE Goals Strategic of the Company
Aligning individual performance with the company's strategic objectives is A stake crucial. As THE underlines Campbell (1999), "There performance individual must be consistent with the organization's vision and priorities to maximize its impact on overall results."
- 2- Motivation And Satisfaction of the Employees
There motivation of the employees East A element central of the challenges of performance individual. According to Locke And Latham (2002), "There motivation intrinsic East essential For stimulate high levels of individual performance, directly impacting employee satisfaction and engagement."
- 3- Development of the Skills and Professional Growth
The importance of developing individual skills is highlighted by Tannenbaum and Yukl (1992) who note that "individual performance is closely linked to the ability of employees to acquire new skills and to develop professionally, thus contributing to the growth of the company."
- 4- Acknowledgement and Rewards
There acknowledgement performance individual by the company is a challenge major to promote there motivation. According to Pfeffer And Sutton (2006), "THE systems of acknowledgement and reward have a significant impact on individual performance by reinforcing desired behaviors."
- 5- Management of the Performance And Assessment Continue
There management of the performance East A stake operational crucial. Aguinis (2013) noted that "continuous evaluation of individual performance, coupled with constructive feedback, contributes to continuous improvement and adaptation to organizational changes."
- 6- Balance Between Performance Individual And Cohesion Team
The balance between there performance individual And there cohesion team East underlines by Belbin (2010), who states that "organizational success depends on the synergy between individual performance and the ability of team members to work together harmoniously .
- 3- **Levers of there Performance Individual in Business :**
Optimization of there performance individual in business implied identification and the judicious use of effective levers. Among these levers, we can mention:
 1. Leadership Inspiring and Visionary :
Bass emphasizes the role of leadership in improving individual performance. And Riggio (2006). They note that "THE leadership transformational characterized by a An inspiring vision that boosts employee engagement and positively influences their performance."
 2. Climate Organizational Favorable :
Organizational climate plays a key role in individual performance (Schneider et al., 2013) . According to Schneider, "A climate organizational positive, characterized by there Trust, mutual support, and recognition create an environment conducive to the maximum expression of individual potential."
 3. Development of the SKILLS and Continuing Education :
Skills development is a key lever for promoting individual performance (Noe et al., 2017). Noe emphasizes that "investing in skills development through continuing education stimulates individual competence, leading to better performance."
 4. Management Participatory And Empowerment :
Participative management, including employee empowerment , is a lever identified by Lawler and Worley (2011). They state that "giving employees decision-making power and autonomy increases their responsibility and motivation, thus positively influencing their performance."
 5. Systems of Rewards And Acknowledgement :
THE systems of awards impact directly there performance individual (Won and Deci , 2005). Gagné mentions that "intrinsic rewards, such as recognition and appreciation, are powerful catalysts for individual motivation and performance."
 6. Communication And Feedback Constructive :
There communication effective And THE feedback constructive are of the levers important (Kluger) and DeNisi , 1996). Kluger indicates that "transparent communication and regular feedback contribute to a better understanding of expectations, thus promoting the adjustment of behaviors for optimal performance."
- 4- **Strategies Advances For Optimization of there Performance Individual in For companies** seeking to achieve ambitious goals, improving individual performance in the workplace is a central concern. literature specialized offers insights into various strategies that have emerged over time to optimize individual potential within the company.

A key focus is on individualizing objectives and professional development. According to Locke and Latham (2002), personalizing objectives creates increased motivation by aligning individual efforts with the organization's overall goals. This approach fosters a clear understanding of expectations, thereby stimulating engagement and individual performance. Another strategic perspective advocates aligning individual objectives with organizational strategy. Kaplan and Norton

(1996) emphasize the importance of consistency. between THE aspirations individuals And THE ambitions of the company. This strategy strengthens the synergy between personal and organizational objectives, thus propelling individual performance towards the desired results.

There management agile of there performance emerges also as a approach contemporary. Den Hartog and Belschak (2012) highlight the need for flexible management, integrating of the adjustments regulars of the goals For to favor adaptability of the employees. This flexibility is part of a perspective of continuous improvement of individual performance .

Collaboration and knowledge exchange represent another significant strategy. Nonaka And Takeuchi (1995) defend the idea that there creation of Shared knowledge and the promotion of collaboration create an environment conducive to continuous learning. These elements enhance individual performance by fostering a culture of innovation and exchange. Integrating regular feedback into the management process is emerging as a crucial strategy. Kluger and DeNisi (1996) argue that frequent feedback promotes continuous behavioral adjustment, guiding individuals toward an optimal performance trajectory. This continuous improvement mechanism is part of an organizational learning dynamic.

Finally, promoting recognition and personalized rewards is a strategy that receives particular attention. Deci and Ryan (2000) argue that rewards tailored to individual needs enhance the effectiveness of incentives, thereby catalyzing individual performance. This personalization creates a strong link between reward and individual motivation.

These strategies, offer A panorama complete of the approaches used by THE companies to maximize there performance individual of their collaborators. Their putting in artwork Thoughtful reflection can contribute significantly to professional development and the achievement of organizational goals.

5- Optimizing Individual Performance in Companies in the Face of Contemporary Challenges (summary):

The evolution of individual performance, when put into perspective, reveals significant growth of the use of This concept At course of the decades. However, her polysemous character And multidimensional has hampered a clarification exhaustive. Of there Focusing on job-specific skills to a broader understanding of professional roles, the research followed a chronological trajectory, highlighting the importance of defining performance through measurable criteria.

In THE context specific of the company, there performance individual East often defined by its alignment with organizational objectives. This perspective highlights the need of a contribution individual measurable For reach THE goals of the organization. The valuation of performance by the company and its direct measurement become factors keys, while that THE terms of work, the effort, And THE SKILLS influential on the achievement of objectives.

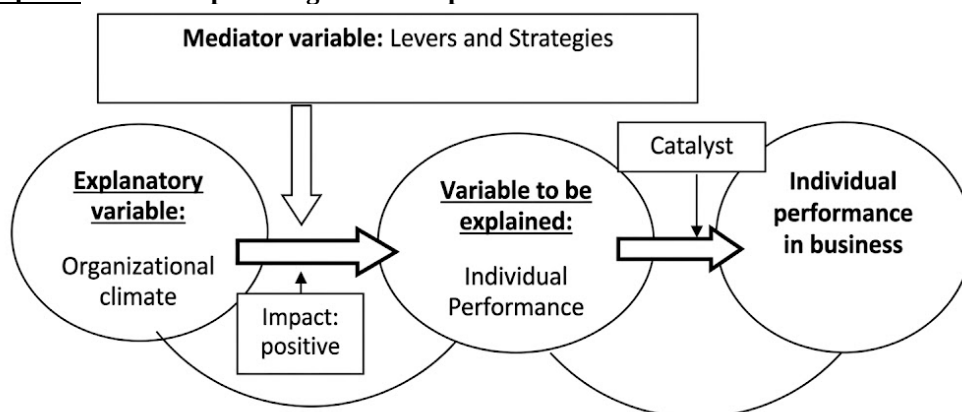
The challenges of individual performance in business are revealed through complex dynamics. Alignment with strategic objectives, employee motivation, skills development, recognition, performance management, And balance between performance individual And cohesion team are These are all facets to consider. These elements interact to influence productivity, employee satisfaction, and ultimately, organizational success.

Optimizing individual performance in a company requires identification and judicious use of levers effective. Among these, on find THE leadership inspiring, THE A favorable organizational climate, skills development, participatory management, reward systems, effective communication, and constructive feedback. These levers, if they are exploited of manner thoughtful, can contribute has maximize THE individual potential within the company.

Finally, advanced strategies for optimizing individual performance are emerging through approaches such as individualizing objectives, aligning individual objectives with organizational strategy, agile performance management, collaboration and knowledge sharing, and integrating regular feedback. And there promotion of there acknowledgement personalized. These strategies, deployed with discernment, offer of the perspectives For to favor fulfillment professional development and increasing employee productivity in a constantly evolving competitive environment

6- Model conceptual :

Figure 2 Conceptual model for optimizing individual performance in business:



Source: ourselves

- Conclusion :

In conclusion, individual performance emerges as a key piece in the puzzle. complex of there dynamic organizational. In A world in constant In this changing landscape, where competition intensifies and technological evolution redefines

professional standards, optimizing individual performance becomes imperative. As Drucker (1954) emphasized, "efficiency is not just important, it is fundamental," a statement that resonates increasingly in a landscape where the measurement of there performance born se limit more has of the tangible results but extends has of the aspects such as contribution, agility, and adaptability.

Our exploration began with a deep dive into the conceptual foundations of the performance in business, putting in light his developments historical And its current polysemy. This in-depth understanding has revealed a reality where performance transcends the simple accomplishment of tasks to become an achievement of organizational objectives, as suggested by Bourguignon (2001).

Face to challenges contemporary OUR article has leaning on there question crucial : how to optimize there individual performance In A environment in Perpetual mutation? Through this lens, we explored the challenges and opportunities related to individual performance in the workplace, while identifying the levers to be used and the strategies to be deployed. Our central objective was the pursuit of harmonious professional development, coupled with increased employee productivity, in a constantly evolving competitive environment.

OUR course theoretical has follow up a structure articulated around of exploration The conceptual framework of performance, the evolution of individual performance, contemporary challenges, levers to exploit, and advanced strategies. Each aspect of our investigation contributed has forge a integrated understanding of there performance individual in company, highlighting its impact on productivity, employee satisfaction, and organizational success.

In summary, our exploration revealed that optimizing individual performance requires a approach holistic, going of peer with a vision strategic aligned on organizational objectives. The identified levers, such as inspiring leadership, a favorable organizational climate, and agile performance management, offer perspectives to catalyze professional development and promote sustained productivity.

Finally, advanced strategies, such as individualized objectives, strategic alignment, and the promotion of personalized recognition, open innovative avenues for leveraging individual potential within the organization. These strategies, combined with the identified levers, can serve as a compass to guide organizations toward optimal individual performance in a constantly evolving business world.

BIBLIOGRAPHY :

- Aguinis , H. (2013). "Performance management and measurement." Tea Routledge Companion to Performance Management and Control, 59–77.
- Aubert, N. " A individual paradoxical ", ed., the individual hypermodern. Eres , 2006, pp. 11-24 .
- Bass, B. Mr., & Riggio, R. E. (2006). " Transformational Leadership" (2nd ed.). Psychology Press .
- Belbin, R. Mr. (2010). "Management Teams: Why They Succeed gold Fail. Butterworth - Heinemann.
- Bingham, WV (1926). " Measures of occupational success " Harvard business review , 5(1), 1-10.
- Book, H. (2004), THE control of management, presses academics of France, Management collection, 6th edition, Paris, 508 p.
- Bourguignon, A. (2001), "Evaluating performance (ii): the criteria used by HR And THE control of management are they competitors ? ", management And economic situation social, no. 604, pp. 20-24.
- Campbell, J. P. (1990). "Modeling tea performance prediction problem in industrial and organizational psychology", Handbook of industrial and organizational psychology (Vol. 1, pp. 687–732). Consulting Psychologists Press .
- Campbell, J.P. (1999). "The definition and measurement of performance in the new age", Computational modeling of behavior in organizations: The third scientific discipline (pp. 67–98). American Psychological Association.
- Deci, EL, & Ryan, RM (2000). "The 'What' and 'Why' of Goal Pursuits: Human Needs and the Self-Determination of Behavior." Psychological Inquiry , 11(4), 227–268 .
- Bessire , D. (1999), Defining performance "accounting, control, audit", Francophone Accounting Association editions, volume 2 (tome 5), pages 127 to 150, ISSN 1262-2788, ISBN 2711734102
- Den Hartog, DN, & Belschak , FD (2012). "Work Engagement and Machiavellianism in the Ethical Leadership Process." Journal of Business Ethics , 107(1), 35–47.
- Dlimi , S. (2020) "Human capital, assessment and team performance in Moroccan SMEs: which opportunities and which challenges? ", International Journal of Management Sciences "Volume 3: Number 4" pp: 746- 776.
- Drissi, N, Loulid , HAS. (2018). "Effect of the mechanisms of governance on there performance of companies Moroccan listed in sotck exchange " Review of control, of there accounting And of the audit, (4), 97-107.
- EL KIASSI.J & JAHIDI.R. (2022) "Individual performance at work" - Review of literature- Review French of Economics and Volume Management Number 3: 9 » pp: 290 – 307.
- Gagné, M., & Deci , EL (2005). "Self-determination theory and work motivation." Journal of Organizational Behavior , 26(4), 331–362.
- Lobby, HR (1980). " effectiveness theory and organizational effectiveness " Tea journal of applied behavioral science, 16, 536-545.

- Ilgen , D. R., & Hollenbeck, j. R. (1991). "Tea structure of work: job design and roles", Handbook of industrial and organizational psychology, (2nd ed., pp. 165–207). Consulting Psychologists Press .
- Jamal, k, and Zouhairi, A. " on the notion of precarity", sciences & actions sociales, vol. 3, no. 1, 2016, pp. 8-18.
- Kaplan, R. S., & Norton, D. P. (1996). "Tea Balanced Scorecard: Translating Strategy into Action." Harvard Business Review , vol 1, p 311.
- Kluger, A.N., & Denisi , A. (1996). "The effects of feedback interventions on performance: A historical review, a meta-analysis, and a preliminary feedback intervention theory." Psychological Bulletin, 119(2), 254–284.
- Burlaud, A. (1995), "Management control: the development of organizational intelligence : lesson inaugural At conservatory national of the arts And jobs placed under the presidency of Louis Schweitzer ." Ffhalshs-00405121f
- Lawler, E. E., & Worley, C. G. (2011). "Management Reset: Organizing for Sustainable Effectiveness." San Francisco: Jossey -Bass.
- Locke, EA, & Latham, GP (2002). "Building a practically useful theory of goal setting and task motivation: A 35-year odyssey." American Psychologist , 57(9), 705–717.
- Guenoun , M. (200), "The management of local public performance". A study of the use of management tools in two inter-municipal organizations. Human and Social Sciences. Paul University Cézanne - Aix-Marseille III. French.
- Lebas, M. (1995) "performance measurement and performance management", international newspaper of production economics , volume 41, issues 1–3, 1995, pages 23-35, ISSN 0925-5273 ,
- Estelle, M. (1996), publisher Montréal : Guérin , collection in Library; printdisabled ; internetarchivebooks , contributor internet archive, pp 131-142.
- Motowidlo , S. J. (2003). "Job performance " Handbook of psychology: Industrial and organizational psychology, Vol. 12, pp. 39–53.
- Murphy, k. R., & Cleveland, j. N. (1995). " Understanding performance appraisal : social, organizational, and goal-based perspectives". Sage publication, inc.
- Naylor, J. C., Pritchard, R. D., & Ilgen , D. R. (1980). "HAS theory of behavior in organizations." Academic Press .
- Noah, R. HAS., Hollenbeck, J. R., Gerhart, B., & Wright, P. Mr. (2017). "Human Resource Management: Gaining a Competitive Advantage" (10th ed.). McGraw-Hill Education.
- Nonaka, I., & Takeuchi, H. (1995). "Tea Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation." Oxford University Press .
- Pesqueux , Y. (2004). The concept of performance global. Hal, post- print .
- Drucker, P (1954), publisher harper & brothers publishers, printdisabled collection ; internetarchivebooks , contributor internet archive, pp 313-324.
- Pfeffer, J., & Sutton, R.I. (2006). "Evidence-based management." Harvard Business Review, 84(1), 62–74.
- Rubina, V., Gorbato , S., & Savchenko, HAS. (2008). "Motivation and job performance." The Journal of Socio-Economics, 37(6), 2434–2443.
- Schneider, B., Ehrhart, MG, Mayer, DM, Saltz , JL, & Niles-Jolly, K. (2013). "Understanding Organizational Climate: A Conceptual Overview.", The Oxford Handbook of Organizational Climate and Culture (pp. 3–21). Oxford University Press .
- Schneier , C. E., & Beatty, R. W. (1979). "Performance measurement in has theory of the firm." The Academy of Management Review , 4(3), 429–439.
- Tannenbaum, S.I., & Yukl , G. (1992). "Training and development in work organizations." Annual Review of Psychology, 43(1), 399–441.