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## Organizational Performance and Indicators: Trends and Opportunities

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### Abstract

Given the current competition into markets, it's necessary for companies to monitor their practices and results in order to ensure competitiveness. To survive these challenges and compete successfully, organizations need to monitor processes through key performance indicators (KPIs). Currently, indicators are analyzed in an isolated way within the organizations. Therefore, it's important that companies use a harmonization approach both in the creation and monitoring process of indicators. Based on it, this article carries out a research to find the state of the art and the research opportunities. To do that, a bibliographic portfolio was constructed and bibliometric and systemic analyzes were performed.

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### 1. Introduction

The competitive market has become increasingly dynamic, driving companies to react with the same speed, making the necessary adaptations and changes. This race for market participation requires companies to closely monitor performance indicators so that it is possible to assess whether processes and activities are being performed

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satisfactorily to the point of passing on as an advantage over competitors, which has a major impact on the profitability of the companies.

In order to measure this performance, organizations are focused on creating performance indicators for each business area, which are designed and used in isolation. Thus, it is perceived that there is no alignment between the Key Performance Indicators (KPIs), and it is often possible that they are even conflicting with each other. In this context, authors affirm that knowledge management has a strong relation with the alignment between internal and even external resources, since corporate knowledge can be explained, exchanged and shared among participants [1]. Lawson and Potter [1] emphasize that the domain of knowledge derived from inter-organizational relationships can serve as a competitive advantage, thus explaining the importance of information sharing. Similar to knowledge management, [2] indicate the relevance of Supply Chain Management (SCM), since this includes the integration of the company's main internal functional groups, such as purchasing, manufacturing and sales.

In this context, one of the major challenges currently encountered by companies is to ensure that the indicators are monitored in an integrated way, deserving special attention. Therefore, this article presents a literature review in order to identify the state of the art and the existing research opportunities on the problems described above. Also, the following question should be answered: Is there an opportunity to research the alignment of KPIs in organizations?

The present article is structured as follows: section 2 presents the methodological aspects of the work. Section 3 presents the detailed development of the research, based on ProKnow-C and, finally, section 4 presents the results and conclusions of this study.

## **2. Methodological Aspects**

With regard to the methodological procedure adopted, this research is classified as exploratory, descriptive and bibliographic. As for the purpose of the study, it is considered exploratory because it aims to provide the researcher with a greater familiarity with the problem to be studied, and will be used since it is intended to define the problem with greater precision and to identify relevant courses of action or to obtain additional data before starting a new approach [3]. As the main features of the articles that make up the Bibliographic Portfolio (BP) are described here, it can be classified as descriptive [3]. And as for the procedure adopted, as it implies in an ordered set of procedures that search in already published materials, it fits as bibliographical [4].

Given the large amount of scientific material available in the national and international literature, scientific research can become very complex [4]. In this context, for the structured construction of the bibliographic reference framework, it was used the revision process called ProKnow-C which was developed by the Laboratory of Methodology and Multicriteria in Decision Support (LabMCDA) of the Department of Production Engineering and Systems of the Federal University of Santa Catarina in Brazil [3]. This instrument is composed of four steps: i) selection of a portfolio of articles on the subject to be studied; ii) bibliometric analysis of the portfolio; iii) portfolio analysis; iv) definition of the research question and objective.

## **3. Bibliometric and Systemic Analysis**

### *3.1. Bibliographic portfolio selection*

Starting from the problem about non-alignment between the KPIs, some premisses were defined before starting the portfolio selection stage. It was decided first to work only with papers published in scientific journals, covering the period from 2011 to 2016. Then the databases to be searched were determined according to the alignment as to the areas of interest (Engineering and Multidisciplinary): Emerald, Engineering Village, Science Direct, Scopus, and Web of Science. The searches were conducted in November 2016.

#### *3.1.1. Selecting the article bank*

In order to perform searches in the databases using the pre-established constraints, it was necessary to first identify what the research axes would be, and within each axis what would be the keywords to be used. Based on the

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