A literature review of performance management from the perspective of social controls

Uma revisão de literatura da gestão de desempenho na perspectiva dos controles sociais

Una revisión de la literatura sobre gestión del desempeño desde la perspectiva de los controles sociales

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Abstract: During the development of Performance Evaluation (PE), frameworks and systems were proposed to assist measurement and management activities. With the new organizational configurations and businesses, it is currently recognized that social interactions between subjects are a reality and affect the performance of the institution, leading PE activity to be a social phenomenon. In this context, authors have investigated technical and social controls in performance management. However, there are still gaps in understanding how interactions between organizational individuals can promote performance. This study aimed to understand how the theme of performance management developed, within the scope of social controls. A systematic review of literature was carried out on 30 articles selected from the Scopus and Web of Science databases using ProKnow-C. It was found that leadership style is an important element in the context of social controls and that there is contradictory evidence regarding the effects of feedback and autonomy, and consensus on the influence of democratic and participatory management on communication, engagement and organizational learning. The findings of this research contribute by synthesizing the results of the literature, used as a starting point for managers and leaders in identifying elements to leverage individual and organizational results by finding a balance between different leadership styles that can fluctuate, depending on the profile of employees. subjects of the organization, stakeholders and organizational culture.

PALAVRAS-CHAVE
Gestão de Desempenho.
Controles Sociais.
Estilos de Liderança.

Resumo: *Durante o desenvolvimento da Avaliação de Desempenho (AD), frameworks e sistemas foram propostos para auxiliar a atividade de mensuração e gestão. Com as novas configurações e negócios organizacionais, atualmente se reconhece que as interações sociais entre os sujeitos são uma realidade e afetam o desempenho da instituição, levando a atividade de AD a ser um fenômeno social. Nesse contexto, autores têm investigado os controles técnicos e sociais na gestão do desempenho. Entretanto, ainda existem lacunas para entender como as interações entre indivíduos organizacionais podem promover o desempenho. Este estudo teve por objetivo compreender como a temática de gestão de desempenho se desenvolveu, no âmbito dos controles sociais. Foi feita uma revisão sistemática da literatura em 30 artigos selecionados nas bases de dados Scopus e Web of Science por meio do ProKnow-C. Constatou-se que o estilo de liderança é um elemento importante na contexto dos controles sociais, que há evidências contraditórias quanto aos efeitos do feedback e da autonomia e que há consenso sobre a influência da gestão democrática e participativa na comunicação, engajamento e aprendizagem organizacional. Os achados desta pesquisa contribuem ao sintetizar os resultados da literatura, utilizados como ponto de partida para gestores e líderes na identificação de elementos para alavancar os resultados individuais e organizacionais ao encontrar um equilíbrio entre os diferentes estilos de liderança que podem oscilar, dependendo do perfil dos sujeitos da organização, das partes interessadas e da cultura organizacional.*

PALABRAS CLAVE
Gestión del Desempeño.
Controles Sociales.
Estilos de Liderazgo.

Resumen: *Durante el desarrollo de la Evaluación del Desempeño (ED), se propusieron marcos y sistemas para ayudar a las actividades de medición y gestión. Con las nuevas configuraciones organizacionales y de negocios, actualmente se reconoce que las interacciones sociales entre sujetos son una realidad y afectan el desempeño de la institución, llevando la actividad de ED a ser un fenómeno social. En este contexto, los autores han investigado los controles técnicos y sociales en la gestión del desempeño. Sin embargo, todavía existen lagunas en la comprensión de cómo las interacciones entre los individuos de una organización pueden promover el desempeño. Este estudio tuvo como objetivo comprender cómo se desarrolló el tema de la gestión del desempeño, en el ámbito de los controles sociales. Se realizó una revisión sistemática de la literatura en 30 artículos seleccionados de las bases de datos Scopus y Web of Science utilizando ProKnow-C. Se encontró que el estilo de liderazgo es un elemento importante en el contexto de los controles sociales y que existe evidencia contradictoria respecto de los efectos de la retroalimentación y la autonomía, y consenso sobre la influencia de la gestión democrática y participativa en la comunicación, el compromiso y el aprendizaje organizacional. Los hallazgos de esta investigación contribuyen a sintetizar los resultados de la literatura, utilizados como punto de partida para que gerentes y líderes identifiquen elementos para aprovechar los resultados individuales y organizacionales al encontrar un equilibrio entre diferentes estilos de liderazgo que pueden fluctuar, dependiendo del perfil de los empleados de la organización, stakeholders y cultura organizacional.*

Introduction

There is a consensus in Performance Evaluation (PE) literature that the measurement and management subsystems play a central role in organizational performance (Carneiro-da-Cunha, Hourneaux Junior, & Corrêa, 2016; Neely, 1999). This information is reinforced by its application in the most diverse contexts and situations (Franco-Santos et al., 2007), in which the characteristics of incorporating unique organizational metrics, a holistic and integrated vision and dynamism have become essential for the Performance Evaluation System (PES) to fulfil its function of supporting decision-making (Bititci, Garengo, Dorfler, & Nudurupati et al, 2012; Sardi, Sorano, Ferraris, & Garengo, 2021), resulting in more efficient systems (Smith & Bititci, 2017).

From the 1980s onwards, PE studies have been directed towards performance management, as the practices used until then were not responding to emerging demands (Tseng & Levy, 2019). This was because it was recognized that organizations are made up of complex systems as a result of the social relationships which surround them (Bititci, 2015). Thus, a Performance Evaluation System is made up of these two subsystems: (i) Measurement, which is responsible for collecting information and measuring performance, perceived as the technical approach; and (ii) Management, which is responsible for how performance information is used to improve organizational results, seen as the social approach (Ensslin, et al., 2024).

However, performance evaluation still has a predominant focus on measurement from a rational (technical) perspective for organizational control. In this context, Bititci (2015) mentions that most of the problems encountered in the Performance Evaluation process are due to the way information is used. According to the author, Performance Evaluation Systems (PESs) need to be developed so that their users feel interested in using them, since they are composed of a group of people working towards organizational goals, whose interactions should not be ignored in the management process.

Thus, the literature has turned towards developing the efficiency of organizational management (Singh, 2019), directing efforts towards the social aspects of the organization, composed of socio-technical systems that comprise not only tools, techniques and processes, but also the relationships between people, generating the social elements (Arumugam, Kannabiran, & Vinodh, 2020; Sardi et al., 2021). In light of this, various theories, such as Social Exchange (Wright & Essman, 2021), Institutional Theory (Sardi et al., 2021) and theories related to leadership (Siddique & Siddique, 2020; Widodo, Silitonga, & Ali, 2017), have been used to understand the role of people in organizational performance.

However, there are still gaps to be filled in order to understand the role played by subjects in organizations (Micheli & Mari, 2014; Bititci et al., 2018). Previous studies, such as those by Okwir et al. (2018), Sardi et al. (2020) and Nudurupati et al. (2021), which discuss performance management, have not specifically explored how social controls are promoted in organizations. Even though performance management is moving towards a social process (Tseng & Levy, 2019), the PE literature demands work that investigates the dynamics which occur between managers and employees, since the possible contributions arising from the process of social interaction may be relevant to the development of social controls, which have been recognized by the PE literature as important for the long-term performance of organizations (Smith & Bititci, 2017).

In view of this discussion, this paper presents a systematic literature review, taking as its starting point the work of Bititci et al. (2012), who recognized PE as a social phenomenon and considered social interactions as an organizational reality and an emerging and necessary research topic to better deal with today's organizational demands. In addition, the *continuum of* social controls proposed by Smith and Bititci (2017) was considered, ranging from rigid command and control controls to more flexible democratic and

participatory systems. For this research, Bititci's (2015, p. 44) concept of performance management is taken as "the cultural and behavioral routines that define how we use performance measurement systems to manage the organization's performance". Thus, the aim of this review is to understand how performance management literature, in the context of social controls, has developed.

Considering the fragmented literature regarding the influence of social controls on the performance management process, this study is justified and contributes to the literature, as it synthesizes the findings of previous studies. In addition, more recent data is important for identifying the impacts that the interventions of social control elements have on organizations. Although some studies have already documented the inclusion of social controls in the evolution of PE, this discussion has not covered elements that promote these controls, offering a limited view of the potential impact of decision-making approaches on personal and organizational outcomes. In this sense, this study offers opportunities for future research to address this demand in the literature.

Theoretical Elements of Research

Initially, the purpose of Performance Evaluation Systems (PES) was monitoring and control, so using a purely technical approach was adequate. With new businesses and organizational configurations and ways of measuring and managing performance (measures, tools, techniques and *frameworks*), this approach has become inadequate, given that organizations are made up of people who put organizational processes into action (Bourne, Franco-Santos, Micheli, & Pavlov, 2018). Thus, since the 1980s, there has been a reduction in the emphasis on control and a greater focus on performance (Hensen, 2020; Johanson, Almqvist, & Skoog, 2019), with more attention paid to the *soft* aspects of organizations (Bititci, Mendibil, Nudurupati, Garengo, & Turner, 2006).

According to Beer and Micheli (2018),

research focusing on the technical aspects of organizations intensified in this period (Figure 1), when studies began to address the *design* and implementation of PESs. As technical controls, there is the activity of performance measurement, which includes tasks such as developing metrics, analyzing, collecting and communicating data (Smith & Bititci, 2017). During this period, various tools were developed in search of information to support where and how to improve organizational performance; new management and leadership behaviors began to appear (Lawler, Benson, & McDermott, 2012; DeRue, 2009) and communication was pointed out by Broadbent and Laughlin (2009) as an important practice of relational systems.

Despite the relevant contributions of the practices of this period to ensure organizational stability (Arumuram et al., 2020), there was no concern about the impact generated by performance measurement (de Leew & van dern Berg, 2011). With a focus on achieving goals and reducing waste, the studies and models used during this period failed to explore issues beyond the rational realm.

After this period, researchers began to take an interest in the effects of implementing these systems (Okwir, Nudurupati, Genieis, & Angelis, 2018; Vugec, 2019), because if the information provided by performance measurement is not interpreted, organizational performance may not be improved, which is why many systems still fail (Murphy, 2019). This way, the importance of performance management is perceived, since the analysis of effects and consequences, whether intentional or not, makes the improvement process effective.

This interest in performance management has led researchers to see that the behavior of the individuals who are part of the organization can influence organizational performance. Thus, with the seminal work of Bititci et al. (2012), PE was recognized as an integrated social phenomenon that facilitates organizational learning. At this point, traditional approaches to performance management, which focus on the technical controls of the organization (Murphy, 2019; Smith & Bititci, 2017), were no longer suitable for the context in which people take on an active

and problem-solving role (Hensen, 2020), in which it is necessary to consider the potential of social interactions. Despite this signaling that leadership and management styles needed to change, there is still no clarity on how performance is influenced by them (Nudutupati, Garengo, & Bititci, 2021). Therefore, an integrated approach to performance management must make use of the elements of social control, i.e. observing and learning about individuals and their relationships and managing within this construct.

Figure 1
Evolution of Performance Evaluation Controls
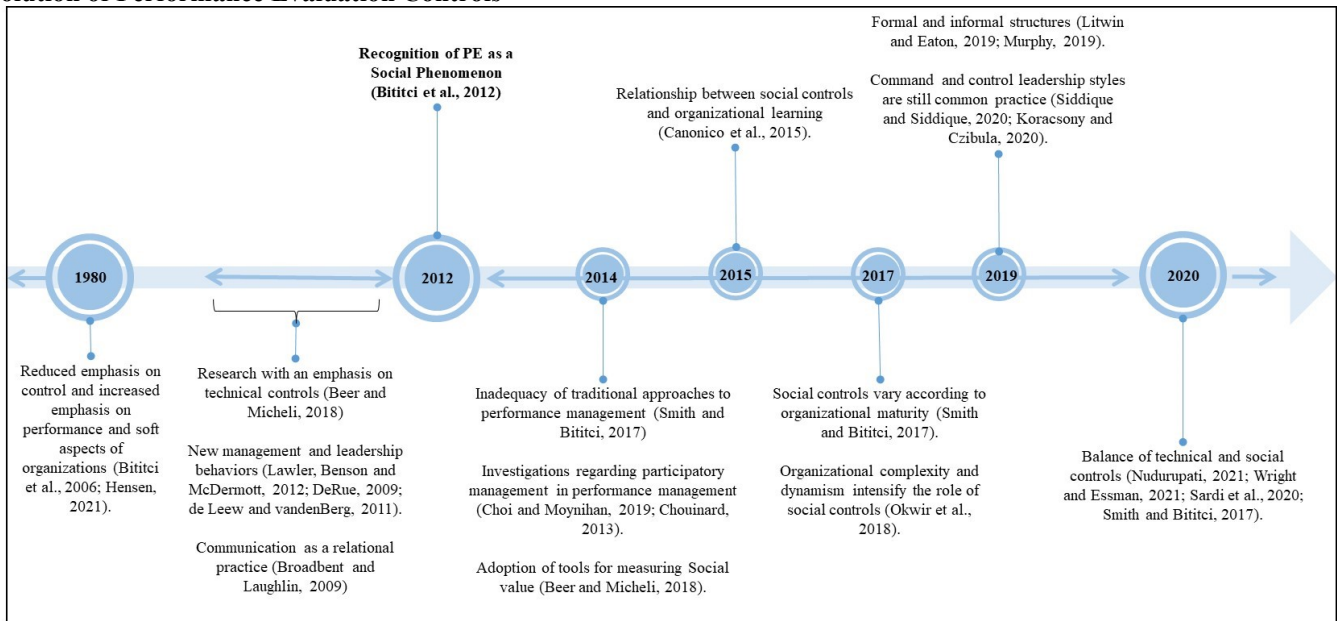
These facts and findings have led to leadership styles beginning to be seen as a force capable of leveraging organizational performance (Karacsony & Czibula, 2020). Leadership styles range from more rigid, command-and-control oriented controls, in which authoritarian, bureaucratic and transactional leadership styles predominate, through a more authoritarian stance, to more flexible controls aimed at democracy and participation (Okwir et al., 2018; Sardi et al., 2021; Smith & Bititci, 2017), in which consultative, clan, servant and transactional styles stand out. For Chouinard (2013), there is a significant contrast between command and control and democratic and participatory approaches. In participative approaches, there is more engagement in the management process, as individuals have a say in actions meant to improve performance.

In this sense, participatory management practices have begun to be implemented in organizations, both in the private sector (Chouinard, 2013) and in the public sector (Choi & Moynihan, 2019). Work along these lines has aimed to analyze how stakeholders can boost organizational performance and self-motivation (Wright & Essman, 2021), moving from a narrow focus on PE to more comprehensive processes (Pulakos, Hanson, & Arad, 2019). Following another strand of social scope, tools for measuring social value have been used to understand how organizational actions influence the conditions of individual and collective well-being, highlighting the experiences lived by individuals (Beer & Micheli, 2018).

Although previous evidence points to the use of systems for planning and control, Canonico et al. (2015) found that they can also be used to

promote organizational learning. As systems are improved, they improve their maturity, which is derived from operational capabilities, through the learning acquired while using the systems (Lee, Leem, & Kim, 2017; Levkov, 2018). Combining mature systems with performance management practices enables organizations to respond to market demands more efficiently. However, the complexity and dynamism surrounding environments, as well as intensifying the role of social controls, need to be understood for systems and organizations to evolve and the use of resources to be effective (Okwir et al., 2018).

While scholars have identified the benefits of social controls oriented towards democracy and participation, Siddique and Siddique (2020) and Koracsony and Czibula (2020) have identified that command and control practices are still present in organizations. In their studies, the authors found the command-and-control approach to be more prevalent. Even if, at first glance, it seems that both approaches are impossible, Duguera (2019) points out that, in the same organization, there are situations in which a command-and-control stance should predominate; and, in others, democracy and participation should prevail, indicating that both approaches can coexist.

Over time, the construction of performance management systems has come to involve more simplified and informal evaluations (Murphy, 2019). For Litwin and Eaton (2019), informal structures can stimulate the participation of individuals; and formal ones provide institutional legitimacy, defending the idea that the combination of participatory mechanisms, formal and informal, leads to better performance.

Recently, discussions have explored the balance of technical and social controls (Hensen, 2020; Nudurupati et al., 2021; Sardi et al., 2020; Smith and Bititci, 2017; Wright and Essman, 2021). According to Okwir et al. (2018), even if the interaction between controls is not simple to manage, it is important for organizational capabilities and dynamism. In the current organizational context, where customers' needs change frequently (Nudutupati et al., 2021), Arumugan, Kannabiran and Vinodh (2020) explain that the integration of the technical and social parts is essential.

Thus, Sardi et al. (2020) point out that technical controls should predominate in measuring performance, while social controls should be present in management. However, it has not been clearly explored how the dynamic between managers and employee's links practices and results. Although performance management is moving towards a social process (Tseng & Levy, 2019), the DA literature lacks studies that explore this interaction of controls in a comprehensive and integrative way.

Methodological Elements of Research

For this work, the systematic review method was adopted in order to synthesize a relevant piece of literature. The Knowledge Development Process-Constructivist (ProKnow-C) (Ensslin, Welter, & Pedersini, 2022; Kreuzberg & Vicente, 2019; Maciel, Ledesma, & Ando Junior, 2021; Voltolini, Vasconcelos, Borsato, & Peruzzini, 2019) was used as an aid to develop the work. Through the Bibliographic Portfolio Selection and Literature Map stages, the authors sought to analyze how the elements of social control have been addressed in the Performance Evaluation theme.

Initially, it was decided which databases would be used to collect the data. In view of the multidisciplinary nature of the subject of AD, the decision to use the *Scopus* and *Web of Science* databases has been made, considering the aforementioned platforms' broad coverage of important works in management, as well as the ease of access to international literature. Next, the authors have identified which keywords would provide the desired result and searched for the titles, abstracts and keywords of the articles. As the different terms used in studies on leadership styles are consistent with what Smith and Bititci (2017) classify as technical and social controls, they were incorporated into the search command shown in Figure 2.

Figure 2
Bibliographic Portfolio Filtering Process
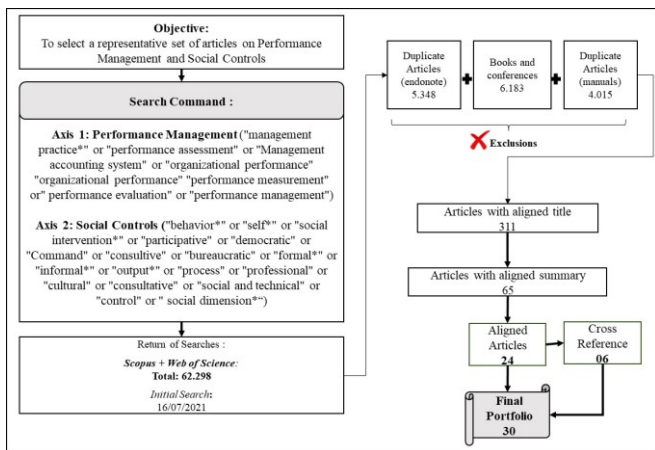
For this research, a decision on using a time frame covering works published from 2012 onwards has been taken, that being the year in which Bititci et al. (2012) published their work recognizing PE as a social phenomenon. Thus, the searches were carried out in July 2021, and the filtering process followed the activities proposed by ProKnow-C in sequence.

In total, 24 articles made up the initial Bibliographic Portfolio (BP). However, during the analysis process, it was observed that there were papers which were important to the discussion, since they were cited by more than one BP study, but were not part of the initial selection. In view of this, the authors have decided to carry out a cross-reference analysis, which consists of checking the references of the selected articles, incorporating those cited works that are relevant to the aim of the study to the portfolio. Thus, all the references of the 24 papers were listed, and the same exclusion and filtering process used to select the initial PB was applied. This process resulted in the inclusion of six papers.

The selected studies can be identified in the References section by numbering them from 1 to 30 in square brackets "[ ]" at the end of each article's reference. The data for each was tabulated in an *Excel* spreadsheet. The information was extracted from the papers in a prescribed manner to maintain conformity, interpretation and summary of the results, and thus establish the evolution of research on this subject and build a Literature Map that synthesizes the findings of the BP papers.

A preliminary reading of the selected material revealed that leadership styles are an important element in promoting social control. For this reason, the leadership styles mentioned in the studies were identified, and the nomenclatures of leadership styles were grouped into command and control, and democratic and participatory, according to the concept presented by Smith and Bititci (2017), shown in Figure 3.

Based on this, the papers analyzed examined the effects/consequences of each leadership style on performance management at the personal and organizational levels.

Figure 3
Concept of Technical and Social Controls
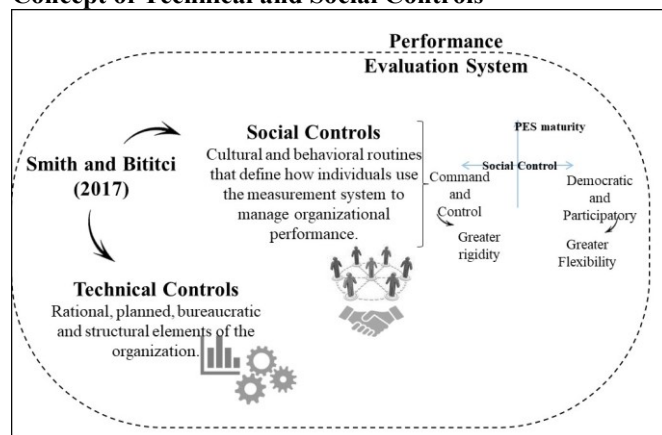
Presentation and Discussion of Results

The preliminary analysis of the reviewed papers shown that leadership styles can be perceived as a force with the potential to improve organizational performance, given their role as drivers of organizational practices and actions that enhance social controls. For this reason, the results of this research will be explored by (i) grouping the nomenclatures into command and control, and democratic and participative; and (ii) the effects/consequences of these leadership styles on performance, at the personal and organizational levels. In addition, a discussion and implication of the findings will be carried out.

Grouping Leadership Styles

Smith and Bititci (2017) conceptualized social interventions as what needs to change in the way organizations are managed, i.e. how to use performance measurement information to manage organizational performance (Bititci et al., 2012). Therefore, understanding the interactions between individuals and the impact on the organization is relevant (Beer & Micheli, 2018). In this process, leadership style is important, as most organizational processes are carried out and their outcome is influenced by the behavior of individuals. Thus, the authors point out that command and control management comprise aspects such as standardization of routines; standardization of work; strict controls; internal competitiveness; rewards; and punishments.

On the other hand, democratic and participatory management encompasses autonomy; flexible controls; openness and sharing of ideas and opinions; and valuing differences. In this way, exercising leadership represents the ability to influence other people, establishing a direction for the future (Koracsony & Czibula, 2020). The literature has addressed different leadership styles, but without classifying them according to social controls, in which different terms are used, making it difficult to understand. Therefore, a standardization of these nomenclatures was made (Figure 4) according to the characteristics presented by Smith and Bititci (2017).

Command and control management is mainly recognized by the hierarchy in the organizational structure (Canonico et al., 2015), in which less precise and rigorous practices are avoided, and there is more precision that generates greater use of technical controls (Broadbent & Laughlin, 2009). It cannot be argued that this approach is inadequate, as there are employees who are motivated by what Wright and Essman (2021, p. 09) call "the stick" of control, where someone says, 'what needs to be done'. At this end of the *continuum*, managers have control of all processes and make all decisions.

In the autocratic management style, decision-making takes place using the information available without any consultation of subordinates' opinions (Siddique & Siddique, 2020). In this approach, employees do their job without questioning or intervention. Similarly, bureaucratic leadership is done through pre-established practices and procedures (Odongo, Wang, Sunt, & Bishoge, 2019). In this style, employees carry out the tasks assigned to them and can become experts due to the constancy with which they carry out the task.

In the transactional leadership style, leaders set goals that need to be achieved and how tasks should be carried out (Koracsony & Czibula, 2020). In this leadership style, *feedback* occurs, and rewards are offered if the employee fulfills what has been assigned to them. However, it is a leadership style that focuses on *ex post* management, rather than *ex ante* (*feedforward*) (Broadbent & Laughlin, 2009). Finally, the *authoritarian style* resembles the autocratic style in that it has total control over subordinates. The distinction between the two styles lies in the fact that the authoritarian style exercises authority and control excessively, imposes rules and uses punishments.

Figure 4
Classification of nomenclatures on the *continuum* by Smith and Bititci (2017)

Leadership Styles	
Command and Control	Democratic and Participative
Autocratic (2, 3, 14.25) Bureaucratic (14) Transactional (5.29) Authoritarian (7)	Clan (1) Behavioral (1) Pseudo-advisory (2) Advisory (2, 3,10) Pseudo-participatory (2) Delegative (2) Participatory (2, 22,25,26) Transformational (5, 8, 20,27) Collaborative (9.30) Servile (20, 21) Authoritative (7) Laissez-faire (14.25)

Source: Drafted by the authors (2024).

At the other end of the *continuum* are democratic and participative leadership styles. At this extreme, employees can be motivated by the "carrot" of commitment (Wright & Esmann,

2021, p. 9), which is based on the involvement of individuals in decision-making, mutual respect and trust (Bititci et al., 2006). According to Sardi et al. (2020), the use of informal management practices positively influences performance management in a democratic and participatory way, as people become more involved in the process when they feel that their ideas and opinions are considered.

The first leadership style identified in this set is the commitment to control practices that resemble the clan style (Wright & Esmann, 2021). In this style, practices aim to reduce costs and improve efficiency in accordance with the values, beliefs and rules of the organization, functioning as an intermediary between the two extremes of the *continuum*. These authors identified (behavioral) commitment practices, which shape the behavior and attitudes of subordinates, creating links between organizational objectives and employees (Wright & Esmann, 2021).

Siddique and Siddique (2020) also analyzed leadership styles with democratic and participatory approaches. In the pseudo-consultative style, employees are consulted, but their ideas and suggestions may not be considered. In the consultative style, decisions are made and may or may not reflect on the employees (Johanson et al., 2019). In the pseudo-participative style, managers and employees discuss and analyze problems, but the contribution of employees may not be considered. On the other hand, in the participative style, in addition to the joint discussion, alternatives are also analyzed, and decision-making takes place together (Chouinard, 2013), as it is difficult to think that a leader is doing their job without bringing together the individuals responsible for carrying out that job (Lawler et al., 2012). Finally, in the delegative style, subordinates have the autonomy to make decisions on their own.

Koracsony and Czibula (2020) dealt with the transformational leadership style proposed by Bass in 1985. A leader with this style is able to stimulate and inspire employees to achieve excellent results and can influence the behavior of subordinates at any organizational level (DeRue, 2011), as they are visionary and inspiring (Gruman & Saks, 2011). Arumugam, Kannabiran and Vidonh (2020) found that lean transformational leadership is an important factor for small and medium-sized companies. Leaders with this style encourage employees to achieve organizational goals and become committed (Widodo et al., 2017).

The servant leadership style is characterized by prioritizing the needs of employees, customers and the community (Lee, Leem, & Kim, 2017), and emphasizing individual growth and satisfaction (Widodo et al., 2017). This is a leadership style that advocates personal responsibility and encourages mutual collaboration.

Choi and Moynihan (2019) investigated collaborative leadership and defined it as the sharing of knowledge between different actors to achieve a common goal. They investigate this style in the public context of the United States, and show that investments in collaborative management between government agencies can affect internal collaboration. In addition, the authors mention that when this style of management is carried out effectively, it makes it possible to reduce costs and processes, and also increase knowledge. For de Leew and van den Berg (2011), collaborative attitudes encourage thinking beyond the functional aspect and the organization, and this is expected to result in better performance. The *authoritative* style encourages independence and does not use punitive measures (Duguera, 2019). In this style, leaders act as motivators and promote engagement and well-being.

A final style within this democratic and participatory standardization is the *laissez-faire* style, in which leaders offer little guidance and a lot of freedom for employees to make decisions and solve problems (Odongo et al., 2019). It should be noted that this style is usually used when employees are experienced or have the necessary qualifications to exercise such autonomy. Although it is not entirely in line with the adopted definition of democratic and participatory social controls, it has been decided to classify it in this category, as command and control leaders adopt a total supervisory stance that is not consistent with this style of leadership.

Effects/Consequences on Organizational and Individual Performance

There is disagreement in the literature about the effects and impacts of leadership styles on organizational and individual performance. While some authors claim that command and control styles improve productivity, others argue the opposite, and the same is true for democratic and participative styles. In this way, the PB studies mapped the implications that the adoption of leadership styles has on organizational and individual performance, as shown in Figure 5. This aspect was analyzed from the individual and organizational perspectives, because even if it is not possible to say that the sum of individual performance results in organizational performance, it is expected that individual performance will result in positive feelings, triggering motivation to contribute in the organizational sphere. It should be noted that the plus sign in brackets (+) indicates an increase in the consequence; and the minus sign (-) indicates a reduction.

At the personal level, it can be said that there is a greater variety of consequences indicated in the literature. Regarding command-and-control styles, Siddique and Siddique (2020) identified that these styles influence job dissatisfaction, increased stress and turnover intentions. The authors have shown that the impact of command-and-control decision-making was so strong that it remained regardless of the characteristics of the employees and the organization.

Koracsony and Czibula (2020) also identified leaders with a command-and-control profile. According to the authors, these leaders are authoritarian and not open to opinions, which can affect employee satisfaction and motivation. Despite these negative effects, leadership with these characteristics is still considered effective. The authors also found that the main tool used for motivation is financial rewards, consistent with command-and-control approaches. Odongo et al. (2017) point out that the use of command and control can trigger resistance, as employees have to carry out tasks without question or opinion.

Despite the negative effects on individual performance, command and control leadership makes it easier to manage the time allocated to activities. In addition, Sardi et al. (2020) found in their study that the authoritarian leadership style favored the implementation of the SAD. This is because command and control styles have characteristics that resemble technical controls, due to the bureaucratic and structural elements of the organization.

About the personal effects of democratic and participative leadership styles, there are a greater number of positive consequences listed in the articles analyzed. Siddique and Siddique (2020) have found less absenteeism and greater job satisfaction; and Sardi et al. (2020) found an increase in suggestions and continuous support, knowledge sharing and, consequently, the development of new skills.

Duguera (2019) found that motivating leadership styles improve employee productivity and well-being. The author adds that this happens if they improve their decision-making skills and charisma, otherwise leaders tend to resort to controlling practices to avoid insubordination. The positive effects caused by the leadership styles adopted make employees focus more on achieving organizational goals and improving performance.

Two consequences have shown contradictory effects in the literature: feedback and autonomy. According to Sardi et al. (2020), the emergence of technological tools, such as social media, has increased the relevance of continuous *feedback*. The authors mention that the use of informal mechanisms has stimulated its use. Nudurupati et al. (2021, p. 232) also found positive effects in the use of feedback which, together with feedforward, have demonstrated growth in organizational maturity by giving "voice to stakeholders". Vugec (2019) identified, based on the results of the *Delphi* technique, feedback as a social feature of SADs; and Pulakos et al. (2019) point to the use of informal feedback as a driver of behavior change.
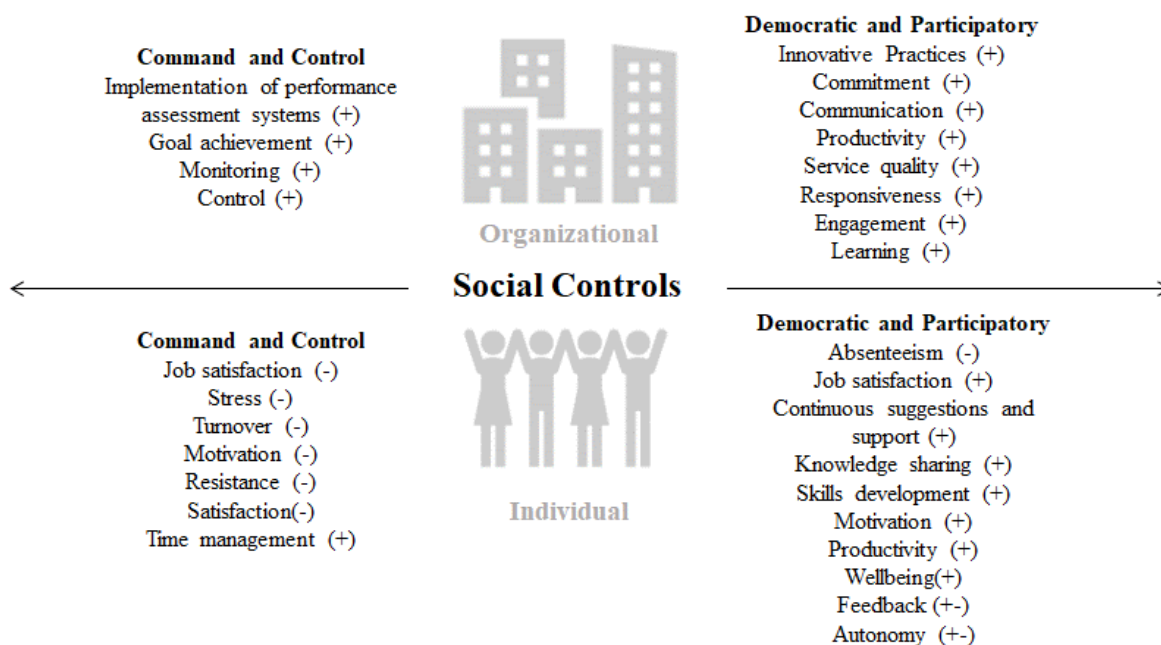
On the other hand, Murphy (2019) questions that feedback *is of* limited use to employees. The author argues that not all recipients of *feedback* enjoy receiving it and that, depending on the time

and frequency with which it is given, it tends to lose its influence on the behavior of those who receive it. This means that the first few times feedback is given, it is useful, but this can change if it is given at shorter intervals and/or addresses the same aspects. In addition, Lewler et al. (2012) point out that when *feedback* contains something negative, individuals tend not to take it very well and this can dominate the situation.

Regarding autonomy, Smith and Bititci (2017) mention that giving employees factors such as autonomy increases levels of engagement. In agreement, Sardi et al. (2021) state that autonomy should be encouraged. However, Okwir et al. (2018) points out that if organizations no longer control factors such as autonomy, complexity tends to increase and there must be a balance between the level of control and the autonomy granted. Hensen (2020) shares

this view, because just as using a command-and-control approach can trigger undesirable behavior, not all people are prepared to receive greater autonomy and sometimes do not want it. Given this, positive effects at the individual level make employees work harder to achieve goals and improve the company, which has an impact on organizational performance. An individual may be more committed to achieving organizational goals, not just because of intrinsic motivation, but because they see behaviors in other individuals or in the group that move in this direction (DeRue, 2011). In this sense, the effects of adopting each leadership style at the organizational level were observed.

Figure 5
Effects/Consequences of Leadership Styles

Command and Control
Implementation of performance assessment systems (+)
Goal achievement (+)
Monitoring (+)
Control (+)

Organizational

Democratic and Participatory
Innovative Practices (+)
Commitment (+)
Communication (+)
Productivity (+)
Service quality (+)
Responsiveness (+)
Engagement (+)
Learning (+)

Social Controls

Command and Control
Job satisfaction (-)
Stress (-)
Turnover (-)
Motivation (-)
Resistance (-)
Satisfaction(-)
Time management (+)

Individual

Democratic and Participatory
Absenteeism (-)
Job satisfaction (+)
Continuous suggestions and support (+)
Knowledge sharing (+)
Skills development (+)
Motivation (+)
Productivity (+)
Wellbeing(+)
Feedback (+-)
Autonomy (+-)

Source: Drafted by the authors (2024).

In this broader context, command and control social controls have some positive effects. Bititci et al. (2006), when analyzing the relationship between culture, management styles and organizational performance, found that having a leadership style oriented towards command and control is a requirement for the successful

implementation of SAD. In their study, Canonico et al. (2015) found a predominance of command and control, linked to meeting targets and organizational performance. This stems from managers setting targets and monitoring that they are achieved within the established timeframe (Tseng & Levy, 2019). Automatically, this results

in greater monitoring and control, as leaders keep track of employees' work using tools with a cyber approach. Koracsony and Czibula, (2020) also found that the leaders of the organization analysed consider the control activity to be the most important.

From a democratic and participatory perspective, Sardi et al. (2020) found an increase in innovative practices and organizational communication. Siddique and Siddique (2020) have also observed that innovative practices are encouraged when a more participatory approach is used. In addition, Choi and Moynihan (2019) point out that increasing employee motivation leads to increased commitment on the part of individuals, facilitating the achievement of goals. Widodo et al. (2017) and Duguera (2019) also indicate that employee motivation has positive effects on organizational performance. Widodo et al. (2017) found out that the transformational leadership style increased productivity, the quality of services and the responsiveness of organizations.

It was observed that, among the studies analyzed, there is a consensus on three effects of democratic and participatory management on organizational performance: communication; engagement; and learning. According to Broadbent and Laughlin (2009), adopting a communicative rationality allows organizations to debate and reach consensus on organizational objectives, stimulating a reflexive structure. Vugec (2019) concluded that management styles with this approach are used to achieve better levels of communication and engagement. For Murphy (2019), leaders must, above all, possess the ability to communicate. This corroborates Levkov's (2018) argument, as he mentions that, in the communication process, the individual receiving the message needs to understand its content. Thus, communication becomes an important objective in performance management as it increases stakeholder involvement (Nudurupati et al., 2021).

Gruman and Saks (2011) argue that an important way to improve performance management is to promote engagement among subordinates as a driver of performance. In addition, Chouinard (2013) points out that

participatory approaches are characterized by collaboration reflected in employee engagement. Smith and Bititci (2017) found a significant improvement in employee engagement through interventions in social controls. By creating a more open and participatory environment, the authors found that this affected people's behavior, increasing employee engagement. In another study, Sardi et al. (2020) found that the consultative leadership style favored employee engagement and people were highly motivated, encouraging communication and organizational learning. The authors also found that informal mechanisms can encourage participation in performance management, a fact also evidenced by Litwin and Eaton (2019).

It is believed that the effects discussed above, added together, reflect organizational learning, since changes in behavior and the evolutionary process of organizations are only achieved if organizational learning is built. According to Odongo et al. (2019), for organizations to innovate and remain competitive, they need to develop a learning culture. Although it is not simple to adopt a learning orientation, it is essential for development (Pulakos et al., 2019), especially in organizations operating in dynamic and turbulent environments (Okwir et al., 2018).

Discussions and implications

The results of the analysis indicate that there is a link between performance management and leadership styles (de Leew & van den Berg, 2011). This can be seen in the fact that performance management can influence the behavior of the individuals who are part of the organization, since they can change their actions to achieve the organizational goals. The role of leaders in this performance management process is since, as team leaders, by providing important information about the SAD and allowing employees to participate, they can minimize the possible negative effects implicit in performance evaluation. Despite the representative role of leadership styles in performance, it is unclear how they can influence social controls, representing an opportunity for future studies.

Although there seems to be an understanding

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among different authors advocating the use of social controls oriented towards democratic and participatory practices, there is evidence that command and control is also useful in some situations. The experience perceived by Bititci et al. (2006), based on case studies, suggests that leadership oriented towards command and control is indispensable for the successful implementation of SAD, even if it is not essential for sustaining its continued use. Wright and Essman (2021) mention that some command-and-control practices must be incorporated into democratic and participatory environments in order for employees to behave in a way that is consistent with the organizational culture. This is because, while excessive control can create resistance, helplessness and fear (Smith & Bititci, 2017) and convey the idea that there is no trust (Gruman & Saks, 2011), not everyone is prepared or willing to have more autonomy and take responsibility (Hensen, 2020).

It is therefore assumed that in a democratic and participative leadership style, all command-and-control practices should not be stifled. Therefore, for effective performance management, it is necessary that appropriate leadership practices are used, otherwise the best-designed system will fail. Therefore, future studies can also explore how the combination of different leadership practices can be incorporated into the implementation and use of the DMS.

Managers and leaders must recognize that employees have different motivations, because while some are motivated by salaries, others get satisfaction from being acknowledged or having a collaborative work environment (de Leew & van den Berg, 2011; Koracsony & Czibula, 2020). At the same time, employees behave in different ways (Pulakos et al., 2019) and changing behaviors and cultures requires appropriate approaches for each situation. Although Johanson, Almqvist and Skoog (2019) point out that command and control behavior can be dysfunctional, Odongo et al. (2019) understand that it can be appropriate when there are new employees and they have not yet mastered all the activities and procedures. Given that, there are opportunities to explore how the organizational configuration and the maturity of employees can

direct the choice of appropriate leadership behaviors.

In addition, Duguera (2019) states, as his main finding, that open leadership improves productivity and well-being, but if employees do not develop their decision-making and social skills, supervisors need to adopt a more authoritarian stance to ensure order. In any case, organizational learning is a determining factor for individual and organizational development. With the above in mind, this study offers theoretical and practical implications.

Although command and control approaches may seem outdated at first, they are necessary in some environments. Therefore, it is necessary to know and investigate how and to what extent employees feel comfortable with one approach or another. On the other hand, as pointed out by Hensen (2020), the command-and-control approach limits learning to the single *loop* that seeks change through rules; while a democratic and participatory approach enhances learning to the double *loop*, capable of modifying these rules through questioning and adaptation. Involving employees in decision-making allows them to improve their knowledge and daily experiences, which can have an indirect impact on organizational performance. Thus, learning orientation can still be explored in the literature in order to understand how it can be achieved and its implications for organizational performance management.

In practice, the results of this review can be used as a starting point for managers and leaders to identify elements that can improve individual and organizational results. Trying to find a balance between the different approaches to leadership styles is challenging. However, it can enhance organizational results and, consequently, organizational performance. The reflections made in this research question the need for knowledge about stakeholders and their organizational relationships, recognizing the different conducts and attitudes as influencers of behavior.

Final Considerations

The focus of research on aspects related to performance management has triggered a series

of questions to be investigated. These include the role of social controls, subdivided into (i) command and control and (ii) democratic and participatory approaches. In this sense, the goal of this research was to understand how the performance management literature has developed in the context of social controls. To achieve this objective, 30 articles were selected based on the proposed systematic process of ProKnow-C.

The field of research has evolved, and the synthesis of studies presented in this review has shown that there are conflicting opinions about the effects of feedback and autonomy. In addition, it was discovered that there is a consensus among authors on the effects of democratic and participatory management in terms of communication, engagement and learning. Given these findings, it is argued that the current dynamic environment of organizations requires a structure of social controls that oscillates between command and control and democratic and participatory, depending on the profile of the stakeholders and the organizational culture. In addition, it is believed that organizational learning is a common element to be glimpsed at in the development of Performance Evaluation Systems. Thus, the study brings aspects that highlight the role of leaders as promoters of social controls and discusses how these aspects can reflect on organizational results.

It is worth mentioning that the study was limited to analyzing a time frame from 2012 to 2021, taking the seminal work of Bititci et al. (2012) as a starting point, as the aforementioned work recognizes DA as a social phenomenon. As a limitation, the article only discusses the impact and consequences of the social control approaches present in the selected articles, and does not exhaust the existing possibilities, something that can be explored in greater depth in future research. In addition, social controls were explored considering leadership styles, and the focus was not on exhausting the characteristics of leadership styles.

Future studies can further discuss the characteristics of leadership styles and identify which approach may be more beneficial to organizations, considering organizational

performance in different ways. In addition, new research could continue to investigate the elements of social control in the performance management process, offering empirical evidence for the subject. It is also relevant that future research investigates the interactions between technical and social controls, seeking to better understand their implications for the evaluation of organizational performance.

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