

Problems in Performance Appraisal

Many performance appraisal methods have been severely criticized. Many of the problems commonly mentioned are not inherent in the method but, rather, reflect improper usage.

- a. **Lack of Objectivity:** - A potential weakness of traditional methods of performance appraisal is that they lack objectivity. Some subjectivity will always exist in appraisal methods. However, the use of job-related factors does increase objectivity.
- b. **Halo Error:**-Occurs when the evaluator perceives one factor as being of paramount importance and gives a good or bad overall rating to an employee based on this factor.
- c. **Leniency/Strictness:**-The giving of undeserved high or low ratings.
- d. **Central Tendency:**-Occurs when employees are incorrectly rated near the average or middle of the scale.
- e. **Recent Behavior Bias:**-It is only natural to remember recent behavior more clearly than actions from the more distant past. However, performance appraisals generally cover a specified period of time, and an individual's performance should be considered for the entire period.
- f. **Personal Bias:**-Supervisors doing performance appraisals may have biases related to their employees' personal characteristics such as race, religion, gender, disability, or age group.
- g. **Manipulating the Evaluation:**-In some instances, supervisors control virtually every aspect of the appraisal process and are therefore in a position to manipulate the system.