

**RESEARCH AND APPLICATIONS OF THE PROCESSES
OF PERFORMANCE APPRAISAL: A BIBLIOGRAPHY
OF RECENT LITERATURE, 1981-1989**

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Working Paper # 90-16

This paper has not undergone formal review of the faculty of the ILR School. It is intended to make the results of Center research, conferences, and projects available to others interested in human resource management in preliminary form to encourage discussion and suggestions.

RESEARCH AND APPLICATIONS OF THE PROCESSES OF PERFORMANCE APPRAISAL: A BIBLIOGRAPHY OF RECENT LITERATURE, 1981-1989

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The phenomenon goes by many names; it has been called performance assessment, performance evaluation, and performance appraisal. Honest, accurate, and timely assessments of human performance are frequent themes in organizational research. Employees who must evaluate the work behavior of others are also very interested in such assessment issues. The literature on performance appraisal, however, consists of many topic areas. Early writing on the subject focused on format development and design. At one time, it was believed that finding the proper design would eliminate errors associated with assessing work performance. A second wave of research and writing on performance appraisal focused on teaching the rater to do the "right" things to ensure that outcomes were fair. More recently, focal attention in the performance appraisal literature is concentrated on examining the manner in which information is acquired, stored, processed and recalled by the human mind. A common thread underlying virtually all research on performance appraisal is the concern for the legality and defensibility of decisions made on the basis of the performance information available.

There have been several recent reviews of different subtopics within the general performance appraisal literature. The reader of these reviews will find, however, that the accompanying citations may be of limited utility for one or more reasons. For example, the reference sections of these reviews are usually composed of citations which support a specific theory or practical approach to the evaluation of human performance. Consequently, the citation lists for these reviews are, as they must be, highly selective and do not include works that may have only a peripheral relationship to a given reviewer's target concerns. Another problem is that the citations are out of date. That is, review articles frequently contain many citations that are fifteen or more years old. The generation of new studies and knowledge in this field occurs very rapidly. This creates a need for additional reference information solely devoted to identifying the wealth of new research, ideas, and writing that is changing the field.

Even though the literature separates historically into three or four topical categories, the novice is likely to be overwhelmed by both the depth and the breath of the literature when seeking the answer to a specific performance assessment problem. Regrettably, although the assessment of human performance is by definition an applied knowledge domain, a great many of the field's published reports are based on complex and esoteric methods. The purpose of this bibliography is to serve as a road map to published contemporary articles on performance appraisal. The goal is to help the expert and the novice locate articles pertinent to their concerns in a way that minimizes frustration and maximizes efficiency.

It consists of articles about performance appraisal that were published

during the time period from 1981 through 1989. It is intended to be a "user-friendly" document. Therefore, it contains only those references that can be readily located. A list of all sources used to compile this bibliography is provided in an appendix. We have excluded references to unpublished manuscripts, working papers, dissertations, technical reports, foreign sources, and proprietary documents. For the user with an interest in exploring references for materials and time periods we have excluded, we recommend the following document and institution as potentially helpful: Performance Appraisal Bibliography of Recent Publications by Blasingame, Schneider, and Hawk of the Center for Creative Leadership, P. O. Box P-1, Greensboro, NC, 27402. In spite of the delimiters used to specify the boundaries of this bibliography, over 450 articles addressing performance appraisal topics appeared in over 80 readily available sources during the 1980s. To further aid the user, a brief statement (identified by the letters AKS) describing the content of the article and a list of key words (identified by the letters Kywds) is provided for each listing.

The entries in this bibliography are classified into one of the following thirteen categories:

1. Overview or review
2. Rating purpose
3. Identifying dimensions of performance
4. Rating sources
5. Choosing performance criteria
6. Organizational context factor
7. Developing appraisal instruments
8. Training raters

9. Integrating information
10. Practical considerations
11. Feedback and goal setting
12. Measurement issues
13. Cognitive and individual differences considerations

In some cases it appeared that an article might reasonably fit into more than one classification. In those instances, we tried to find the most appropriate category and entered the article only once to avoid redundancy. Section 1 includes broad-based articles about assessing performance and those that provide the reader with "the big picture." It provides an overview of performance appraisal practices, processes, and systems. Section 2 contains articles about the intent and purpose of appraisal and how practices might vary as a result of different intended purposes and uses. In Section 3, the focus is on determining what employees will be held accountable for, the level of accountability expected, and what the performance dimensions will be. Entries in Section 4 discuss the source of the rating. Particular interest over the past few years has been in the use of non-supervisory sources such as peers, self, and subordinates to rate performance. Section 5 addresses how to choose and measure the performance criteria. In Section 6, organizational context factors that affect the rating process are examined. The nuances of developing new performance appraisal systems and instruments are discussed by articles contained in Section 7. The articles contained in Section 8 focus on the subject of how to motivate and train raters to provide the best ratings possible. How performance appraisal information is integrated and used in other decision making contexts are the target issues discussed by articles in

Section 9. Section 10 addresses practical performance appraisal considerations including, but not limited to, documentation, preparation, interviewing, and litigation. Other practical issues, specifically feedback and goal setting, are sufficiently popular areas of study and commentary to warrant their own section and are the focus of Section 11. Section 12 contains references to articles that focus on measurement issues. Finally, Section 13 consists of references to writing focused on cognitive and individual difference considerations.

Performance appraisal is a complex and difficult issue. Many conversations we have with practitioners and researchers alike contain statements such as "Do you know where I can find out more about?" This bibliography is intended to help the user of performance appraisal information become a more informed consumer about the questions that have been asked in the past, the manner in which the issues have been studied, and the important unanswered and perhaps unasked questions that remain.

We wish to thank graduate student participants in an I/O Psychology Seminar conducted by the first author in spring semester, 1988. Also Michele Reynolds and Cynthia Wolfe, two ISU students who assisted in checking errors in the computerize search. Special thanks to Connie Conners of ISU for her superb word processing skills. Partial funding for this project was provided by the Center for Advanced Human Resource Studies at Cornell University, Ithaca, New York.

References

I. Overview of Performance Appraisal Practices, Processes, and Systems

Ammons, D. N., & Rodriguez, A. (1986). Performance appraisal practices for upper management in city governments. Public Administration Review, 46, 460-467.

AKS: In this study authors use the survey responses of officials in 122 major U.S. cities to examine the methods and objectives of and satisfaction with, appraisal practices affecting municipal department heads, mayoral assistants, and assistant city managers.

Kywd: city governments, appraisal objectives, appraisal techniques, appraisal frequency, satisfaction.

Banks, C. G., & Murphy, K. R. (1985). Toward narrowing the research-practice gap in performance appraisal. Personnel Psychology, 38, 335-346.

AKS: We suggest researchers focus their research on the best methods of ensuring use of relevant and valid data in appraisal, given organizational constraints. We also suggest practitioners focus on determining observable and measurable aspects of performance, and thus, specify appropriate appraisal content.

Kywd: researchers, practitioners, appraisal content, appraisal methods

Barrett, G. V., & Kernan, M. C. (1987). Performance appraisal and terminations: A review of court decisions since Brito v. Zia with implications for personnel practices. Personnel Psychology, 40, 489-503.

AKS: Major themes and issues are distilled from the review of cases, and implications and recommendations for personnel practices were discussed.

Kywd: court cases, terminations, recommendations, personnel practices.

Bernardin, H. J., & Klatt, L. A. (1985). Managerial appraisal systems: Has practice caught up to state of the art? Personnel Administrator, 30(11), 79-84.

AKS: Are those individuals who are responsible for administering PA systems using the added knowledge that has been generated within the past several years?

Kywd: appraisal effectiveness ratings, positive appraisal characteristics, managerial appraisal system.

Brache, A. (1984). Appraising performance appraisals. Management World, 13(21), 36-37.

AKS: Performance appraisals should be based on standards, not suppositions.

Kywd: appraisal purpose, appraisal design, rater training, manager's perceptions.

Braid, R. W. (1984). Exact evaluation: Guidelines for precise performance appraisals. Management World, 13(10), 36-37.

AKS: Guidelines for precise performance appraisals.

Kywd: biases, evaluation criteria, evaluation techniques, performance interview.

Brett, R., & Fredian, A. J. (1981). Performance appraisal: The system is not the selection. Personnel Administrator, 26(12), 61-72.

AKS: Guidelines for improving performance appraisals.

Kywd: performance interview, management resistance, problem solving.

Browdy, J. D. (1989). Performance approval and pay-for-performance starts at the top. Health Care Supervisor, 7(3), 31-41.

AKS: Health care organizations which in the past have utilized personal traits at the primary evaluation criteria, now are basing performance appraisals on specific, quantitative criteria within the context of a formal objective-setting procedure.

Kywd: health care organizations, pay structure, corporate objectives.

Cleveland, J. N., Murphy, K. R., & Williams, R. E. (1989). Multiple uses of performance appraisal: Prevalence and correlates. Journal of Applied Psychology, 74, 130-135.

AKS: A factor analysis of 106 completed questionnaires showed 4 general uses of information from performance appraisals.

Kywd: appraisal information use, organizational characteristics, industrial psychologists.

Cook, P. (1986, December). Performance measurement. Public Finance and Accountancy, 22-23.

AKS: Research in action - performance measurement was the title of a joint conference held in Edinburgh on 3-4 December by CIPFA and the Institute of Chartered Accountants of Scotland.

Kywd: performance measurement application, workable performance measurements, measurement success.

Day, C. M. (1983). Counseling and performance appraisal: A planning perspective. American Journal of Medical Technology, 49, 415-419.

AKS: As part of human resource development neither counseling nor perf-appraisal can take place effectively in the absence of perf-standards and organizational goals and objectives.

Kywd: performance standards, productivity, format, training.

Giglioni, G., Giglioni, J. B., & Bryant, J. A. (1981). Performance appraisal: Here comes the judge. California Management Review, 24, 14-23.

AKS: The authors review the legal problems of performance appraisal and the laws and regulations affecting it, and present the characteristics of an illegal system.

Kywd: laws, regulations, illegal performance appraisal system.

Gilbert, T. (1982). The question of performance part I: The probe model. Training & Development Journal, 36(9), 21-30.

AKS: This article describes the rudiments of PROBE (profiling behavior) theory.

Kywd: PROBE, performance analysis, question models, behavior facets.

Goddard, R. W. (1985). Evaluating the 80's employee. Management World, 14(4), 8-10.

AKS: New concerns about performance appraisals demand a stress on counseling, not judging, employees.

Kywd: appraisal advice, legal issues, methodological issues.

Gordon, R. F. (1985). Does your work performance appraisal system really work? Supervisory Management, 30(2), 37-41.

AKS: What is the most effective way to evaluate employee performance?

Kywd: appraisal practices, barriers to assessing performance, guidelines for objective evaluation.

Grove, A. S. (1983). Performance appraisal: Manager as judge and jury. Research Management, 25-26(6), 32-38.

AKS: Here's how to do a better job at one of a research manager's most important - and complicated - tasks.

Kywd: assessing performance, delivering the assessment, types of reviews.

Hall, J. L., Posner, B. Z., & Harder, J. W. (1989). Performance appraisal systems: Matching practice with theory. Group and Organization Studies, 14, 51-69.

AKS: A survey was conducted of the performance appraisal systems of 36 high-technology firms in California's Silicon Valley, comparing what they do with what scholars have recommended that they should do.

Kywd: goal setting, salary review, practice-theory gap, objectives.

Hobson, C. J., & Gibson, F. W. (1983). Policy capturing as an approach to understanding and improving performance appraisal: A review of the literature. Academy of Management Review, 8, 640-649.

AKS: This paper reviews the research dealing with the use of policy capturing as a technique to understand and improve the performance appraisal process.

Kywd: policy capturing, methodological problems, implications.

Kirby, P. G. (1981). Part 2: A systematic approach to performance appraisal. Management World, 10(11), 28-30.

AKS: Evaluating employee behavior in light of pre-established standards prepares the way for an accurate performance review.

Kywd: performance appraisal definition, analyzing performance, appraisal guidelines.

Kirkpatrick, D. L. (1986). Performance appraisal: Your questions answered. Training & Development Journal, 40(5), 68-73.

AKS: H.R.D. professionals and managers alike are often foggy about D.A.I. procedures. Here are answers to some of their most common queries.

Kywd: procedures, managers, questions.

Linenberger, P., & Keavenly, T. J. (1981). Performance appraisal standards used by the courts. Personnel Administrator, 26(5), 89-97.

AKS: The objective of this article is to review court decisions in which the adequacy of performance appraisal procedures was at issue, and to shed some light on the standards being used by the courts in such cases.

Kywd: court standards, acceptable rating systems, indefensible rating systems.

Migliore, R. H. (1982). MBO redefined. Management World, 11(5), 18-30.

AKS: Taking a new look at "management by objectives" can expand an organization's vision for long-range planning.

Kywd: Management by objectives, long range planning, MBO definition.

Moss, S., & Moen, R. D. (1989). The performance appraisal system: Deming's deadly disease. Quality Progress, 22(11), 58-66.

AKS: W. Edwards Deming, who has proposed the application of 14 particular points to transform the ills of US-style management, considers the performance appraisal system to be the most serious obstacle to such a transformation.

Kywd: disadvantages, quality control, employee evaluations, human relations.

Murray, S. (1983). A comparison of results-oriented and trait-based performance appraisal. Personnel Administrator, 28(6), 100-106.

AKS: A consultant in organizational development and training explores the advantage of these two approaches.

Kywd: trait based appraisals, results-oriented appraisals, satisfaction.

Nicolay, J. A. (1989). Performance appraisal and merit pay response to Thayer. Review of Public Personnel Administration, 10, 60-66.

AKS: Studies of management-by-objective (MBO) appraisal systems show a reduction in the number of above-average reports and improved satisfaction with the state-level appraisal systems. In the future, organizations must concentrate on standardizing the design of MBO systems so that some sense of equity can be achieved.

Kywd: management by objectives, Civil Service Reform Act, merit increase, public administration

Pelissero, J. P. (1984). Personnel evaluation and the military manager: Contrasts in performance appraisal systems. Public Personnel Management, 13, 121-132.

AKS: This paper compares three systems of evaluation: the Officer Evaluation Reporting System (OERS), the Civilian Performance Appraisal System (CPAS), and the Enlisted Evaluation Reporting System (EERS).

Kywd: officer evaluation reporting system, Civilian Performance Appraisal system, Enlisted Evaluation Reporting System.

Pooyan, A., & Eberhardt, B. J. (1989). Correlates of performance appraisal satisfaction among supervisory and nonsupervisory employees. Journal of Business Research, 19, 215-266.

AKS: A study was conducted to examine the predictors of performance appraisal satisfaction among supervisory and nonsupervisory employees.

Kywd: supervisors, nonsupervisors, perceptions.

Reed, G. C. (1989). Employers' new burden of proof in discrimination cases. Employment Relations Today, 16, 111-113.

AKS: It is critical for companies to set up objectively run performance appraisal systems and to eliminate, to the greatest degree possible, bias among individuals who make important personnel decisions.

Kywd: court cases, bias, litigation, stereotypes.

Reinhardt, C. (1985). The state of performance appraisals: A literature review. Human Resource Planning, 8(2), 105-110.

AKS: This review of the literature on performance appraisal was conducted using a variety of journals published from 1980 through 1984.

Kywd: literature review, organizations, fairness, appraisal problems.

Schneier, C. E., Beatty, R. W., & Baird, L. S. (1986). How to construct a successful performance appraisal system. Training & Development Journal, 40(4), 38-43.

AKS: In this, the first installment of a two part article, the authors examine why p.a. systems fail.

Kywd: appraisal system failures, measurement problems, judgment problems, policy problems, organization problems.

Tenopyr, M. L., & Oeltjen, P. D. (1982). Personnel selection and classification. Annual Review of Psychology, 33, 581-618.

AKS: Review of personnel selection and classification, including performance measurement.

Kywd: supervisory assessment, peer assessment, self assessment, rater training.

Tyer, C. B. (1982). Employee performance appraisal in American state government. Public Personnel Management, 11, 199-212.

AKS: This article provides an overview of employee performance appraisal systems in state government including description, approaches, the use of information, the administration of the systems, pressures, and conclusions.

Kywd: state government, system administration, information use.

Thayer, F. C. (1981). Civil service reform and performance appraisal. Public Personnel Management, 10, 20-26.

AKS: The purpose here is to outline why performance appraisal systems do not and cannot possibly work, to stimulate readers to consider the possibility that the defects of appraisal systems in general, and the emerging problems of this new reform, are not traceable to supervisory carelessness, nor to the inevitable "shakedown period" which follows any major change, but are inherently a part of any appraisal system.

Kywd: civil service reform, performance appraisal problems, public service careers.

Walduck, S. (1984, April). How to manage appraisal. Management Today, 72.

AKS: The article discusses how to make performance appraisal better.

Kywd: assumptions, feedback, techniques.

Wherry, Sr., R. J., & Bartlett, C. J. (1982). The control of bias in ratings: A theory of rating. Personnel Psychology, 35, 521-552.

AKS: Based on several years of research and a careful analysis of the rating process Wherry developed a theory of rating. The development of the theory of rating unfolds by defining the various factors that affect each of these components in a series of linear equations.

Kywd: theory of rating, performance of ratee, observation, recall of observations, linear equations.

White, M. C., Cuno, M. D., & DeSanctis, G. L. (1981). A critical review of female performance, performance training and organizational initiatives designed to aid women in the work-role environment. Personnel Psychology, 34, 227-248.

AKS: The research dealing with female managerial performance has generally been plagued with empirically inconsistent results, anecdotal literature and an inability to develop generalizable theory. A propositional analysis of the female performance literature is utilized in an effort to provide direction and focus.

Kywd: female managerial performance, performance appraisal, performance training, organization initiatives.

Wight, D. T. (1985). The split role in performance appraisal. Personnel Administrator, 30(5), 83-89.

AKS: Does the split role conflict really affect the effectiveness of performance appraisal programs or is it just some theoretical controversy?

Kywd: counselor role, judge role, structured interview approach.

Zedeck, S., & Cascio, W. (1984). Psychological issues in personnel decisions. Annual Review of Psychology, 35, 461-518.

AKS: This is a review of that which is the care of personnel - job analyses performance measurement, performance predictors, validity concepts, methodological/statistical issues, classification and placement, and equal employment opportunity (EEO) and legal concerns.

Kywd: appraisal methods, rater training, feedback, criterion measures.

II. Rating Purpose

Edwards, M. R., & Bartlett, T. E. (1983). Innovations in talent identification. Advanced Management Journal, 48, 16-24.

AKS: Describes a talent identification program that uses multiple raters, participatively developed job-related performance criteria, performance standards, and rater feedback to assure fairness in the rating process.

Kywd: talent identification, performance standards, feedback.

Frank, F. D., & Preston, J. R. (1982). The validity of the assessment center approach and related issues. Personnel Administrator, 27(6), 87-96.

AKS: The authors provide a review of court cases which directly or indirectly focus on the assessment center approach.

Kywd: assessment centers, court cases, validity.

Girard, R. (1988). Is there a need for performance appraisals? Personnel Journal, 67(8), 89-90.

AKS: It seems that the harder companies work to make a system meet their needs, the more the system fails.

Kywd: problems, motivation, halo error, goals.

Martin, P. C., Bartol, K. M., & Levine, M. J. (1986-87). The legal ramifications of performance appraisal. Employee Relations Law Journal, 12, 370-396.

AKS: The authors demonstrate that employers who have credible perf-appraisal systems and make personnel decisions that are congruent with perf-evaluations typically are in the best position to avoid or, if necessary, successfully deal with employment discrimination lawsuit.

Kywd: lawsuits, discrimination, personnel decisions.

McAfee, R. B. (1982). Using performance appraisals to enhance training programs. Personnel Administration, 27, 31-37.

AKS: Performance appraisals can be useful in determining training needs and evaluating training programs.

Kywd: evaluation, training programs.

Pond, S. B., Armenakis, A. A., & Green, S. B. (1984). The importance of employee expectations in organizational diagnosis. Journal of Applied Behavioral Science, 20, 167-180.

AKS: Information concerning employee belief about the changeability of organizational climate facets is different than that obtained through measures of climate, satisfaction, or importance, but satisfied employees tend to believe that unfavorable climates are under organization control.

Kywd: expectations, organizational diagnosis, change, climate, changeability, satisfaction.

Ryan, T. J. (1989). The new safety employee. Professional Safety, 34(8), 13-16.

AKS: A series of performance evaluations should be conducted during the training process to indicate the progress of the trainee and to gauge the success of limitations of the training program.

Kywd: safety training, job descriptions, new employees, performance evaluation.

Sackett, P. R., & Wilson, M. A. (1982). Factors affecting the consensus judgment process in managerial assessment centers. Journal of Applied Psychology, 67, 18-36.

AKS: Consensus judgment process was examined in a middle management assessment center where 719 candidates were assessed by 19 assessors.

Kywd: assessment center, consensus judgment, middle management, upper management.

Schuster, F. E. (1982). A tool for evaluating and controlling the management. Personnel Administrator, 27(10), 63-70.

AKS: The Human Resources Index is introduced as a feedback approach which can be used to evaluate how effectively an organization manages its human resources.

Kywd: human resources index, feedback, organizations.

Sears, D. L. (1984). Situational performance appraisals. Supervisory Management, 29(5), 6.

AKS: To achieve the goals of accuracy, consistency, and objectivity, supervisors may have to adapt the performance appraisal system to the demands of the situation.

Kywd: situational appraisals, type of job, development of employees, purpose of appraisal.

Tziner, A., & Dolan, S. (1982). Validity of an assessment center for identifying future female officers in the military. Journal of Applied Psychology, 67, 728-736.

AKS: This study focuses on a comparative evaluation of traditional selection procedures (e.g., selection interviews) with static and dynamic assessment techniques of an assessment center.

Kywd: assessment center, selection interviews, validity, female military officers.

Vaughan, J. (1986, June). Relating pay to performance. Public Finance and Accountancy, pp. 35-41.

AKS: Both the Audit Commission and the National Audit Office have abolished incremental salary scales for their audit staff and have introduced pay systems based on the way in which individuals do their jobs. John Vaughan describes the development and the staff response to the Audit Commission scheme which was introduced in 1983.

Kywd: rewards, audit staff, performance related pay.

Wagel, W. H. (1987). Performance appraisal with a difference. Personnel, 64(2), 4-6.

AKS: By focusing on differences between levels of performance and providing considerably higher increases for the company's top performers, Merck & Co., Inc. refocused a number-based appraisal system into one based on relationships between individuals and an approach that is more business oriented.

Kywd: task force, development, performance ratings, performance definitions, pay distribution, pay for performance.

Williams, K. J., DeNisi, A.S., Blencoe, A. G., & Cafferty, T. P. (1985). The role of appraisal purpose: Effects of purpose on information acquisition and utilization. Organizational Behavior and Human Decision Processes, 35, 314-339.

AKS: The present paper describes two experiments which explore how appraisal purpose might affect rater cognitive activities as well.

Kywd: cognitive activities, appraisal decisions, appraisal outcomes, information acquisition, information utilization.

Woods, J. G., & Dillon, T. (1985). The performance review approach to improving productivity. Personnel, 62(3), 20-27.

AKS: Based on job description information, determine the job's responsibilities and the supervision required, then rate people on how well they apply their experience to the tasks at hand.

Kywd: job descriptions, responsibilities, experience, guidance, merit pay, program audits.

Zedeck, S., & Cascio, W. F. (1982). Performance appraisal decisions as a function of rater training and purpose of the appraisal. Journal of Applied Psychology, 67, 752-758.

AKS: The primary objective of this study is to evaluate the effect of one organizational contextual variable - purpose of the rating - on rater accuracy and discriminability. A second objective is to assess the effect of rater training on rater strategy by means of policy-capturing analyses.

Kywd's: rater accuracy, rater discriminability, policy capturing, rater training.

III. Identifying Dimensions of Performance

Alexander, III, E., & Wilkins, R. D. (1982). Performance rating validity: The relationship of objective and subjective measures of performance. Group & Organization Studies, 7, 485-496.

AKS: This study examined the relationship between subjective and objective performance measures for vocational/rehabilitation counselors.

Kywd's: subject performance measures, object performance measures, validity.

Blau, G. J. (1986). The relationship of management level to effort level, direction of effort, and managerial performance. Journal of Vocational Behavior, 29, 226-237.

AKS: Using a sample of 100 managers at different levels, within a government agency, this study examined the relationship of management level to effort level, direction of effort, and managerial performance.

Kywd's: management level, effort level, direction of effort, managerial performance, government agency.

Brass, D. J. (1985). Technology and the structuring of jobs: Employee satisfaction, performance and influence. Organizational Behavior and Human Decision Processes, 35, 216-240.

AKS: This research investigated the relationships between technology, interdependence, job characteristics, and employee satisfaction, performance, and influence.

Kywd's: technology, job characteristics, employee satisfaction, performance, influence.

Brown, M. B. (1983). Unraveling the causes of poor performance. Supervisory Management, 28(11), 10.

AKS: An employee's state of dissatisfaction is often a reaction to something. The key to solving the problem is determining the cause and eliminating it.

Kywd's: dissatisfaction causes, motivational trouble makers, constraints to open discussion, overcoming communication obstacles, counseling.

Buckman, S. (1984). Finding out why a good performer went bad. Supervisory Management, 29(8), 39-42.

AKS: It is much better for both the supervisor and his or her organization to first make an attempt to identify the cause of an employee's performance problem and develop a plan to resolve the situation.

Kywd: performance problem causes, problem solving techniques, interview suggestions.

Collons, R. D. (1982). The job description. Best's Review, 83(4), 90-91.

AKS: Given the beneficial attributes of a job description, it is important to examine the research evidence on how to make job descriptions work for you.

Kywd: job description, critical job behaviors, rating form.

Collons, R. D. (1982). Contingency rewards for salaried salesperson. Best's Review, 83(8), 88, 90, 92.

AKS: Is it possible to design contingent rewards that are effective in motivating salaried salespersons to improve their performance and productivity?

Kywd: contingent rewards, salaried salespersons, soldiering.

Cummings, W. T., Jackson, D. W., & Ostrom, L. L. (1989). Examining product managers' job satisfaction and performance using selected organizational behavior variables. Journal of the Academy of Marketing Science, 17, 147-156.

AKS: A study was conducted of product managers and some organizational behavior factors contributing to their job satisfaction and job performance.

Kywd: product managers, job satisfaction, job performance, organizational behavior.

Dulewicz, V., & Fletcher, C. (1982). The relationships between previous experience, intelligence and background characteristics of participants and their performance in an assessment center. Journal of Occupational Psychology, 55, 197-207.

AKS: It is important to determine whether an assessment center measures aptitude or merely certain characteristics of the participant, such as past experience at work and intelligence, which could be assessed by other less sophisticated means. This study investigated the performance of 81 middle managers whose potential for senior management was being assessed.

Kywd: assessment center, aptitude, previous experience, intelligence.

Gilbert, T. (1982). The question of performance part II: The probe. Training & Development Journal, 36(10), 85-89.

AKS: The article gives a case history that describes an application of PROBE illustrating a behavioral strategy that produced nearly a threefold improvement in performance.

Kywd: PROBE, application, performance analysis.

Heimrich, R. L., Sawin, L. L., & Carsud, A. L. (1986). The honeymoon effect in job performance: Temporal increases in the predictive power of achievement motivation. Journal of Applied Psychology, 71, 185-188.

AKS: Correlations between a job performance criterion and personality measures reflecting achievement motivation and an interpersonal orientation were examined at three points in time after completion of job training for a sample of airline reservations agents.

Kywd: performance criteria, achievement motivation, job training, interpersonal orientation.

Huber, V. L. (1989). Comparison of the effects of specific and general performance standards on performance appraisal decisions. Decision Sciences, 20, 545-557.

AKS: Specific and general performance standards are compared as managerial decision aids.

Kywd: performance standards, decision making, bias, heuristic.

Jones, G. R. (1984). Task visibility, free riding, and shirking: Explaining the effect of structure and technology on employee behavior. Academy of Management Review, 9, 684-695.

AKS: Using transaction cost theory, a model of the expected effects of the mediating variables on organizational behavior is presented, and a set of derived hypotheses concerning the structure-technology-behavior relationship is developed.

Kywd: task visibility, free riding, shirking, organizational behavior, transaction cost theory

Katerberg, R., & Blau, G. J. (1983). An examination of level and direction of effort and job performance. Academy of Management Journal, 26, 249-257.

AKS: The degree to which effort level and direction of the effort were related to job performance was examined in a field setting.

Kywd: effort level, direction of effort, job performance.

Luthans, F., Rosenkrantz, S. A., & Hennessey, H. W. (1985). What do successful managers really do? An observation study of managerial activities. Journal of Applied Behavioral Science, 21, 255-270.

AKS: Rather than evaluate managers on the basis of activities traditionally prescribed for success, an observation study was conducted to determine empirically which activities successful managers actually perform.

Kywd: managers, success, activities.

Noe, R. A., & Steffy, B. D. (1987). The influence of individual characteristics and assessment center evaluation on career exploration behavior and job involvement. Journal of Vocational Behavior, 30, 187-202.

AKS: This study investigated the impact of the assessment center evaluation, attitudes toward the assessment process, gender, locus of control, and career strategy on career exploration behavior and job involvement.

Kywd: assessment center, job involvement, career exploration behavior.

Schneier, C. E., Geis, A., & Wert, J. A. (1987). Performance appraisals: No appointment needed. Personnel Journal, 66, 80-87.

AKS: Managing performance is an ongoing process that requires frequent, continuing interactions and adjustments to inputs from multiple sources.

Kywd: performance management, coaching, development, integration, performance standards.

Sood, J. H., & Adams, P. (1984). Model of management learning styles as a predictor of expert behavior and performance. Journal of Business Research, 12, 169-182.

AKS: This paper reports the findings of a preliminary investigation of the relationships between the expert performance and behaviors of firms and the search for market information by the principal international marketing executives of these firms.

Kywd: market information, principal marketing executive, export process.

Tharenou, P., & Harker, P. (1984). Moderating influence of self-esteem on relationships between job complexity, performance and satisfaction. Journal of Applied Psychology, 69, 623-632.

AKS: To investigate the moderating influence of employee self-esteem on relationships between organizational variables, questionnaire data were collected initially from 166 male first-, second-, third-, and fourth-year electrical apprentices, and 20 months later from 92 of the original first- and second- year apprentices.

Kywd: self-esteem, job complexity, job performance, job satisfaction.

Waldman, D. A., & Avolio, B. J. (1986). A meta-analysis of age differences in job performance. Journal of Applied Psychology, 71, 33-38.

AKS: Meta-analyses were conducted on 40 samples that included data pertaining to the relation between age and job performance.

Kywd: meta-analysis, age, job performance, supervisory ratings, peer ratings, individual productivity.

Wiehe, V. R. (1984). Evaluating the executive director's performance. Administration in Social Work, 8(4), 1.

AKS: The purpose of this article is to address the subject of evaluating the executive director's performance.

Kywd: executive director, why evaluate performance, how to evaluate performance.

IV. Rating Sources

Ayman, R., & Chemers, M. M. (1983). Relationship of supervisory behaviors ratings to work group effectiveness and subordinate satisfaction among Iranian managers. Journal of Applied Psychology, 68, 338-341.

AKS: The present study was an attempt to assess the generalizability of leader behavior effects found in research with European and U.S. samples.

Kywd: leader behavior, satisfaction, cross-cultural differences.

Bernardin, H. J. (1986). Subordinate appraisal: A valuable source of information about managers. Human Resource Management, 25, 421-439.

AKS: The use of subordinates for managerial performance appraisal is discussed and the advantages and disadvantages are presented.

Kywd: subordinate appraisal, feedback, personnel decisions, implementation, managerial performance.

Bernardin, H. J., & Abbott, J. (1985). Predicting (and preventing) differences between self and supervisory appraisals. Personnel Administrator, 30(6), 151-157.

AKS: The purpose of this research was to identify a predictor of self versus supervisory disagreement on appraisal and to discuss a means for both diagnosing and eliminating the problems related to this disagreement.

Kywd: self-ratings, supervisory ratings, disagreement.

Bernardin, H. J., & Beatty, R. W. (1987). Can subordinate appraisals enhance managerial productivity? Sloan Management Review, Summer, 63-73.

AKS: The authors propose what might seem to some a radical approach to producing competent managers - giving subordinates a "voice" in formal performance evaluation of their bosses. Although management's initial reaction may be negative, the authors believe that properly implemented and monitored subordinate appraisals can be a meaningful source of feedback for all involved - supervisors, subordinates, and the organization at large.

Kywd: managerial effectiveness, subordinate appraisal, feedback.

Campbell, D. J., & Lee, C. (1988). Self appraisal in performance evaluation: Development versus evaluation. Academy of Management Journal, 13(2) 302-314.

AKS: This review (a) explains why research on the evaluation function of SA has provided such poor results, (b) suggests modification in SAs that may increase their developmental effectiveness, and (c) reviews two theoretical orientations which justify the belief that SAs can improve job performance.

Kywd: self-appraisal, developmental effectiveness, job performance.

Claiborn, W. L., Stricker, G., & Bent, R. J. (1982). Peer review and quality assurance. Professional Psychology, 13, special issue.

AKS: Peer review of psychologists to assure the public that psychology can develop and manage effective, high-quality services.

Kywd: peer review, accountability, psychologists.

Eder, R. W., & Fedor, D. B. (1989). Priming performance self-evaluations: Moderating effects of rating purpose and judgment confidence. Organizational Behavior and Human Decision Processes, 44, 474-493.

AKS: The moderating effects of rating purpose and judgment confidence on the relationship between differential priming and self-evaluations are tested with hierarchical multiple regression, following the procedure suggested by Stone and Hollenbeck (1984) on performance criteria that vary in their susceptibility to external validation.

Kywd: rating purpose, priming, judgment confidence, self-evaluation.

Edwards, M. R., & Sproull, J. R. (1985). Making performance appraisals perform: The use of team evaluation. Personnel, 62, 28-32.

AKS: By using a two-stage approach where peers provide input and supervisors evaluate performance using objective standards, a more complete, more reliable, and less biased result is likely.

Kywd: teams, peer appraisal, feedback, cooperation, groups, coworkers.

Farh, J. L., & Werbel, J. D. (1986). Effects of purpose of the appraisal and expectation of validation on self-appraisal leniency. Journal of Applied Psychology, 71, 527-529.

AKS: This study examined the effects of purpose of the appraisal and the expectation of validation on self-appraisal leniency.

Kywd: appraisal purpose, self-appraisal, validation.

Farh, J., Werbel, J. D., & Bedeian, A. G. (1988). An empirical investigation of self-appraisal-based performance evaluation. Personnel Psychology, 41, 141-156.

AKS: This study investigated the effectiveness of a self-appraisal-based performance evaluation system (SABPE) that incorporates self-assessment into traditional supervisory evaluation procedures.

Kywd: self-appraisal, effectiveness, acceptance.

Ferris, G. R., Yates, V. L., Gilmore, D. C., & Rowland, K. M. (1985). The influence of subordinate age on performance ratings and causal attributions. Personnel Psychology, 38, 545-558.

AKS: Three issues were examined in this study relative to the role of subordinate age in performance evaluations.

Kywd: subordinate age, self-ratings, supervisory ratings.

Harris, M. M. & Schaubroeck, J. (1988). A meta-analysis of self-supervisor, self-peer and peer-supervisor ratings. Personnel Psychology, 41, 43-62.

AKS: Reviews of self-supervisor, self-peer, and peer-supervisor ratings have generally concluded that there is at best a modest correlation between different rating sources. Nevertheless, there has been much inconsistency across studies. Accordingly, a meta-analysis was conducted.

Kywd: meta-analysis, self-supervisor ratings, self-peer ratings, peer-supervisor ratings.

Imada, A. S. (1982). Social interaction, observation, and stereotypes as determinants of differentiation in peer ratings. Organizational Behavior and Human Performance, 29, 297-415.

AKS: The goal of this investigation was to discover the relationships among peer rating items under three rating information conditions.

Kywd: peer ratings, social interaction information, observation information, stereotype information.

Lanza, P. (1985). Team appraisals. Personnel Journal, 64, 47-51.

AKS: Appraisal from coworkers or teammates are an important supplement but not a substitute for supervisory ratings.

Kywd: teams, peer appraisals, coworkers, teamwork, interactions, morale, productivity, groups.

Lawrie, J. W. (1989). Your performance: Appraise it yourself. Personnel, 66, 21-23.

AKS: Self-appraisal, which provides timely, focused feedback, eliminates the anxiety of performance ambiguity, motivates the individual to take more responsibility for performance and growth, and is a natural, ongoing, automatic process.

Kywd: self-appraisal, feedback, responsibility.

Love, K. G. (1981). Comparison of peer assessment methods: Reliability, validity, friendship bias, and user reaction. Journal of Applied Psychology, 66, 451-457.

AKS: The present study compared peer nominations, peer rankings and peer ratings as to reliability, validity, friendship bias and user reaction.

Kywd: peer assessment methods, reliability, validity, bias, user reaction.

McEvoy, G. M. (1988). Evaluating the boss. Personnel Administrator, 33(9), 115-120.

AKS: Personnel managers should spend more time and effort developing the formal performance evaluation system and improving its acceptance among line managers so that it can become the basis - a documented basis - for personnel decisions.

Kywd: informal appraisal, personnel managers, documentation.

McEvoy, G. M., & Buller, P. F. (1987). User acceptance of peer appraisals in an industrial setting. Personnel Psychology, 40, 785-797.

AKS: A survey of 218 industrial employees who had used a peer evaluation system for over a year found a higher degree of user acceptance than that reported in previous research.

Kywd: peer evaluation, acceptance, industry.

Motowildo, S. J. (1982). Relationship between self rated performance and pay satisfaction among sales representatives. Journal of Applied Psychology, 67, 209-213.

AKS: Tests of Lawler's hypothesis that when amount of pay is controlled, people who evaluate their own performance highly are less satisfied with their pay.

Kywd: satisfaction, self-appraisal, pay.

Mount, M. K. (1984). Supervisor, self- and subordinate ratings of performance and satisfaction with supervision. Journal of Management, 10, 305-320.

AKS: This study investigated the relationship between self- (n=107), supervisor (n=107), and subordinate (n=495) ratings of supervisory effectiveness and subordinate satisfaction with supervision.

Kywd: supervisory effectiveness, satisfaction, supervisory rating, self-rating, subordinate rating.

Mount, M. K. (1984). Psychometric properties of subordinate ratings of managerial performance. Personnel Psychology, 37, 687-702.

AKS: The purpose of the present study was to compare the psychometric properties of subordinate ratings of managerial performance to those of supervisor and self ratings.

Kywd: subordinate ratings, supervisor ratings, self ratings, psychometric properties.

Mumford, M. D. (1983). Social comparison theory and the evaluation of peer evaluations: A review and some applied implications. Personnel Psychology, 36, 867-882.

AKS: A review of the conditions under which peer evaluations yield strong validity coefficients as well as certain factor analytic and experimental studies indicated that social comparison theory might provide a useful framework for elucidating the nature of peer evaluation process.

Kywd: peer evaluations, validity, social comparison theory.

Orpen, C. (1983). Effects of race of rater and ratee on peer ratings of managerial performance. Psychological Reports, 52, 507-510.

AKS: The effect of race of rater and ratee on peer-ratings of managerial potential was examined for 11 whites and 29 blacks attending a management Training Course held in Zimbabwe.

Kywd: race, peer ratings, managerial potential.

Shapiro, G. L., & Dessler, G. (1985). Are self appraisals more realistic among professionals or nonprofessionals in health care? Public Personnel Management, 14, 285-290.

AKS: It was hypothesized that : 1. Self ratings of performance will be more lenient than superior's ratings for all hospital supervisors and, 2. Self ratings will be significantly higher than their superiors' among supervisors with higher educational/professional levels.

Kywd: self-appraisal, leniency, health care.

Siegel, L. (1982). Paired comparison evaluations of managerial effectiveness by peers and supervisors. Personnel Psychology, 35, 843-852.

AKS: Paired comparison evaluations were solicited for a relatively small group (N=20) of savings and loan association branch managers. Peer evaluations were obtained from 16 of these managers; supervisory evaluations were obtained from 4 officers.

Kywd's: peer ratings, supervisor ratings, paired comparisons.

Smircich, L., & Chesser, R. J. (1981). Superior's and subordinate's perceptions of performance: Beyond disagreement. Academy of Management Journal, 24, 198-204.

AKS: By comparing subordinates' metaperspectives on performance with superiors' direct perspectives on subordinates' performance the issues of understanding or misunderstanding were explored. A second issue investigated was the possibility that understanding or misunderstanding would be moderated by the nature of the relationship between superiors and subordinates.

Kywd's: superior's performance perceptions, subordinate's performance perceptions, misunderstandings.

Steel, B. S. (1985). Participative performance appraisal in Washington: An assessment of post-implementation receptivity. Public Personnel Management, 14, 153-171.

AKS: The successful implementation of such a demanding performance appraisal system at a minimum requires the following conditions: (1) employee acceptance of the system; (2) positive valuations by supervisory personnel on the effort required to operate the system and; (3) personnelists' commitment to train for proper use of the system. The extent to which these conditions obtain in the case of Washington State is the focus of this post-implementation study.

Kywd's: participative performance appraisal, self-evaluation, supervisory ratings, support.

Steel, R. P., & Orvalle, II, N. K. (1984). Self-appraisal based upon supervisory feedback. Personnel Psychology, 37, 667-686.

AKS: Two studies sought to facilitate rater agreement by invoking supervisory performance feedback as a frame of reference for subordinate raters.

Kywd's: self-appraisal, supervisory feedback, rater agreement.

Taber, T. D., Beehr, T. A., & Walsh, J. T. (1985). Relationships between job evaluation ratings and self-ratings of job characteristics. Organizational Behavior and Human Decision Processes, 35, 27-45.

AKS: Self-ratings by 308 shop workers of their job variety, autonomy, task identity, and skill challenge correlate significantly with ratings by observers of the jobs' skill requirements. Self-ratings, however, are unrelated to observers' estimates of the physical demands of the jobs or to environmental conditions of the work.

Kywd: self-ratings, skill requirements, observer ratings, job variety, task identity.

Vines, S. L. (1988). How's the boss doing? Human Resource Executive, 36-38.

AKS: Employees can offer a unique perspective that if left untapped may hide the true performance of supervisors and managers.

Kywd: subordinate appraisals, bottom-up, managerial development, feedback.

V. Measuring/Choosing Performance Criteria

Evaluating the sales manager. (1981, June). Small Business Report, 6, 15-16.

AKS: In order to perform a meaningful evaluation, management must determine what duties sales managers perform, ensure that there is an mutual understanding of these duties, and then measure results.

Kywd: sales managers, job description, developing performance standards.

Behrman, D. N., & Perreault, Jr., W. D. Measuring the performance of industrial salespersons. Journal of Business Research, 10, 355-371.

AKS: Issues relevant to measuring the performance of industrial salespersons are reviewed.

Kywd: sales performance, industry, self report scale.

Beutler, L. E., Storm, A., Kirkish, P., Scogin, F., & Gaines, J. A. (1985). Parameters in the prediction of policy officer performance. Professional Psychology: Research & Practice, 16, 324-335.

AKS: This study reports the association between formal psychological evaluation variables and later police officer performance, as reflected by various indexes, including supervisor evaluation, reprimands, and commendations.

Kywd: supervisor evaluation, evaluation variables, performance.

Brumback, B. G. (1988). Some ideas, issues and predictions about performance management. Public Personnel Management, 17, 387-407.

AKS: Success and failure are redefined in terms of behavior and result implications for managing performance.

Kywd: performance management, behavior, results, setting standards, monitoring results.

Cashin, W. E., & Perrin, B. (1983). Do college teachers who voluntarily have courses evaluated receive higher student ratings? Journal of Educational Psychology, 75, 595-602.

AKS: This study analyzed Instructional Development and Effectiveness Assessment (IDEA) student rating data from 13,063 classes from several academic fields and institutions. Classes were divided into three groups: volunteers, in which the decision to evaluate was entirely the instructor's; intermediate, in which the evaluation was required, but the instructor chose the class; and nonvolunteers, in which the instructor was required to have the class evaluated.

Kywd's: instructional development and effectiveness assessment, faculty, student evaluations.

Cox, Jr., T., & Nkomo, S. M. (1986). Differential performance appraisal criteria: A field study of black and white managers. Group & Organization Studies, 11, 101-119.

AKS: Performance appraisal ratings of 125 first-level managers were analyzed to investigate the degree to which the criteria used to evaluate the overall job performance of black managers differs from that used to evaluate white managers.

Kywd's: black managers, white managers, job performance.

Foster, G. (1987, February). The R.O.S. League. Management Today, 50-51.

AKS: Return on sales is the first and most fundamental measure of management performance - simple, immediate and direct in application.

Kywd's: return on sales, management performance, ratios, margins.

Gomez-Mejia, L. R. (1985). Dimensions and correlates of the personnel audit as an organizational assessment tool. Personnel Psychology, 38, 293-308.

AKS: This study analyzes the measurement properties of the personnel audit as an organizational assessment tool and the extent to which audit results relate to important organizational criteria.

Kywd's: personnel audit, organizational assessment, executive perceptions.

Griffin, R. W., Welsh, A., & Moorhead, G. (1981). Perceived task characteristics and employee performance. Academy of Management Review, 6, 655-664.

AKS: A review of 13 studies dealing with empirical relationships between perceived task scope and employee performance.

Kywd's: task scope, employee performance, causality, validity.

Heneman, R. L. (1986). The relationship between supervisory ratings and results-oriented measures of performance: A meta-analysis. Personnel Psychology, 39, 811-826.

AKS: A meta-analysis was conducted with 23 studies to assess the relationship between supervisory ratings and results-oriented measures of performance.

Kywd: supervisory ratings, results-oriented measures of performance, meta-analysis.

Hobson, C. J., Mendel, R. M., & Gibson, F. W. (1981). Clarifying the performance appraisal criteria. Organizational Behavior and Human Performance, 28, 164-188.

AKS: A policy-capturing and clustering procedure was used to describe the performance rating behavior of the supervisor and subordinates in an intact work group.

Kywd: policy-capturing, performance rating behavior, clustering procedure.

Howard, C. G. (1987). Out of sight - not out of mind. Personnel Administrator, 32(6), 82-90.

AKS: Evaluating a manager based overseas calls for systems unique to each foreign environment.

Kywd: expatriate managers, overseas environment, performance criteria, reward system.

Johnston, M. W., Futrell, C. M., Parasuraman, A., & Sager, K. (1988). Performance and job satisfaction effects on salesperson turnover: A replication and extension. Journal of Business Research, 16, 67-83.

AKS: The present study replicates a salesperson-turnover study reported by Futrell and Parasuraman (28) by examining the strength of the relationship of five dimensions of job satisfaction to propensity to leave for high- and low-performance groups of salespeople.

Kywd: turnover, job satisfaction, performance level.

Kaufman, R. (1988). Preparing useful performance indicators. Training & Development Journal, 42(9), 80-83.

AKS: Performance indicators specify the measurable evidence necessary to prove that a planned effort has achieved the desired result. They have two critical uses: one proactive - to identify what should be accomplished - and the other retrospective - to provide criteria for determining success or failure.

Kywd: results - oriented indicators, implementation - oriented indicators, ends, means.

Kerr, J. L. (1988). Strategic control through performance appraisals and rewards. Human Resource Planning, 2(3), 215-223.

AKS: Appraisal and reward systems are important mechanisms that are affected by organizational strategy and in turn impact how expectations are communicated and feedback is given.

Kywd: strategy, congruence, control, feedback, strategic change, reward distribution.

Kirby, P. G. (1981). Part I: A systematic approach to performance appraisal. Management World, 10(10), 16-17, 28.

AKS: Developing meaningful standards is the first step toward a productive performance appraisal.

Kywd: defining standards, creating standards, training.

Komaki, J. L. (1986). Toward effective supervision: An operant analysis and comparison of managers at work. Journal of Applied Psychology, 71, 270-279.

AKS: Despite the acknowledged importance of defining what constitutes effective supervision, this definition still remains an enigma. In response to this definitional problem, three operant-based hypotheses about effective supervisory behavior were tested.

Kywd: effective supervision, performance monitoring, work sampling, performance consequences.

Kroll, M., & Joyce, G. (1989). What is your most important job function? Personnel Administrator, 34(6), 156-160.

AKS: With many performance appraisal systems, the important factors in the appraisal are not communicated to the employee or are poorly defined.

Kywd: conjoint analysis, effort focus, goal attainment.

Kujaca, J. A. (1983). Measuring a pension fund administrator's performance. Pension World, 19(2), 25-26.

AKS: Article discusses the initial start for developing a performance appraisal tool by suggesting some criteria to be used in measuring the administrator's decisions/performance.

Kywd: pension fund administrator, assessment techniques, decision making.

Lopez, F. M., Kesselman, G. A., & Lopez, F. E. (1981). An empirical test of a trait-oriented job analysis technique. Personnel Psychology, 34, 479-502.

AKS: A trait-oriented job analysis technique based on a checklist of 33 a priori carefully defined traits that encompass elements of the physical, mental, learned, motivational and social domains of the work world is described.

Kywds: job analysis, traits, elements of work, job performance.

Lowe, T. R. (1986). Eight ways to ruin a performance review. Personnel Journal, 65, 60-62.

AKS: Common performance appraisal errors are defined and discussed.

Kywds: halo, severity, central tendency, recency, tenure, leniency, competition, rating errors, bias.

Meinhardt, W. A., & Pederson, J. A. (1989). Measuring the performance of R & D professionals. Research-Technology Management, 32(4), 19-21.

AKS: In a performance appraisal, the professional working in a research and development (R&D) unit has responsibilities that may require differences in appraisal materials and process from other organizational divisions.

Kywds: R&D, traits, goals, behavioral criteria.

Meyer, H. H., & Raich, M. S. (1983). An objective evaluation of a behavior modeling training program. Personnel Psychology, 36, 755-762.

AKS: This paper describes a study in which results of a behavior modeling training program for sales representatives were evaluated in relation to effects on the sales performance of the participants.

Kywds: behavior modeling training, sales representatives, job performance.

Moser, M. R. (1985). Measuring performance in R & D settings. Research Management, 27-28(5), 31-33.

AKS: The major question of this study was to find out how performance was actually being measured in R&D units, defined as groups in which basic and applied research in the sciences and engineering, and the design and development of prototypes are conducted.

Kywds: r & d units, quality of outputs, goal attainment, work done on time, performance measures.

Odiorne, G. S. (1987). Measuring the unmeasurable: Setting standards for management performance. Business Horizons, 30(4), 69-75.

AKS: Goals need to be met as well as set. The problem comes in measuring such intangibles as service or management performance. But useful indicators do exist.

Kywd: management performance, performance standards, goals.

Pappas, R. A., & Remer, D. S. (1985). Measuring R & D productivity. Research Management, 27-28(3), 15-22.

AKS: Although current quantitative techniques are not satisfactory, certain semi-quantitative techniques based on qualitative judgments can be effective.

Kywd: productivity measurement, quantitative techniques, semi-quantitative techniques.

Phillips, H. (1986, December). Measuring performance in the "people" business. Public Finance and Accountancy, 19-21.

AKS: In the second article in our occasional series on achieving value for money, Hayden Phillips describes how the Immigration and Nationality Department of the Home Office developed and introduced performance indicators to measure a wide range of functions.

Kywd: financial responsibility, communication, fear of change.

Scharer, L. L. (1982). Systems analyst performance: Criteria and priorities. Journal of Systems Management, 33(2), 10.

AKS: Article describes a ranking technique for conducting analyst performance appraisals.

Kywd: systems analyst, ranking technique, benefits.

Schuster, M. H., & Miller, C. A. (1981). Performance evaluation as evidence in ADEA cases. Employee Relations Law Journal, 6, 561-583.

AKS: In this article, the authors examine ADEA cases in which performance evaluations of employees were called into question and the role of such evaluations in the decision-making process of federal courts.

Kywd: age, courts, performance evaluation.

Steel, R. P., & Mento, A. J. (1986). Impact of situational constraints on subjective and objective criteria of managerial job performance. Organizational Behavior and Human Decision Processes, 37, 254-265.

AKS: The effects of situational constraints on supervisory appraisals, self-ratings, and objective performance criteria were investigated for a sample of 438 branch managers from a large finance company.

Kywd: situation constraints, objective performance criteria, supervisory appraisals, self ratings.

Stumpf, S. A., London, M. (1981). Capturing rater policies in evaluating candidates for promotion. Academy of Management Journal, 24, 752-767.

AKS: Five criteria for evaluating candidates for promotion were investigated in a policy capturing study using manager and student samples.

Kywd: policy capturing, promotion, criteria.

Waldman, D. A., Bass, B. M., & Einstein, W. O. (1987). Leadership and outcomes of performance appraisal processes. Journal of Occupational Psychology, 60, 177.

AKS: The extent to which transactional and transformational leadership practices are related to attitudinal and rated performance outcomes of a performance appraisal process was examined in this study involving 256 managers in a large business organization.

Kywd: transformational leadership, performance outcomes, performance appraisal process.

Woodward, S. N. (1982). Performance in planning a large project. Journal of Management Studies, 19, 183-198.

AKS: Analysis of a planning project in British Rail suggest that under conditions of 'conservative incrementalism', the agreement of interested parties itself constitutes evidence of successful performance in a matrix structure, as well as providing essential pre-construction monitoring.

Kywd: matrix structure, conservative incrementalism, performance assessment, task environment.

VI. Organizational Context Factors Underlying The Rating Process

Beer, M. (1981). Performance appraisals: Dilemmas and possibilities. Organizational Dynamics, 24-36.

AKS: Citing avoidance by the supervisor and defensiveness from the subordinate as two main barriers to effective P.A., the author suggests ways to minimize both.

Kwds: supervisor avoidance, subordinate defensiveness, barriers.

Cardy, R. L., & Dobbins, G. H. (1986). Affect and appraisal accuracy: Liking as an integral dimension in evaluating performance. Journal of Applied Psychology, 71, 672-678.

AKS: This investigation directly tested the possibility that liking may influence rating accuracy by operating as an integral dimension.

Kwds: liking, integral dimension, accuracy.

Crouch, A., & Yetton, P. (1988). Manager-subordinate dyads: Relationships among task and social contact, manager friendliness and subordinate performance in management groups. Organizational Behavior and Human Decision Processes, 41, 65-82.

AKS: A survey of management teams is undertaken to examine task and social contact within manager-subordinate dyads.

Kwds: management teams, social interaction, task performance.

Davis, D. D., Barnes-Farrell, J., & Vanetti, E. (1990). Performance appraisal in industrial/organizational psychology. The Industrial-Organizational Psychologist, 31-38.

AKS: The applicability and use of performance appraisal information in other settings such as graduate training programs is not well documented.

Kwds: graduate student performance, sophisticated methods, national survey, I/O and OB graduate programs, SIOP's Ed/Trning committee.

Dobbins, G. H., & Russell, J. M. (1986). The biasing effects of subordinate likeableness on leaders' responses to poor performers: A laboratory and a field study. Personnel Psychology, 39, 759-778.

AKS: A laboratory and a field study investigated the biasing effects of subordinate likableness on leaders' attributions for subordinate poor performance and their corrective actions toward subordinates.

Kywd: subordinate likeableness, corrective actions, attributions, poor performance.

England, R. E., & Parle, W. M. (1987). Nonmanagerial performance appraisal practices in large American cities. Public Administration Review, 47, 498-504.

AKS: Summarizes findings of a survey of non-managerial performance appraisal practices in large U.S. cities. Replicates and extends research by Aminous and Rodriguez (1986) that examined upper management performance appraisal practices.

Kywd: non-managerial performance appraisal, large cities, government.

Greenberg, J. (1986). Determinants of perceived fairness of performance evaluations. Journal of Applied Psychology, 71, 340-342.

AKS: Middle managers from three organizational samples responded to an open-ended questionnaire in which they described the determinants of particularly fair or unfair performance appraisals.

Kywd: fairness, procedural determinants, distributive determinants.

Gubman, E. L. (1984). Getting the most out of performance appraisal. Management Review, 73(11), 44-48.

AKS: Turning the significant potential of performance appraisal into productive reality is the difficult, but attainable, challenge facing executives, managers, and professionals.

Kywd: organizational culture, appraisal purpose, judgment styles, management input.

Hyde, A. C. (1988). The new environment for compensation and performance evaluation in the public sector. Public Personnel Management, 17, 351-358.

AKS: Public sector pay rates that are lower than those in the private sector impact an agency's ability to attract and retain the best employees.

Kywd: environment, pay for performance, performance management.

Kipnis, D., Schmidt, S., Price, K., & Stitt, C. (1981). Why do I like thee: Is it your performance or my orders. Journal of Applied Psychology, 66, 324-328.

AKS: Leaders of task group assigned to act democratically or authoritarian. This affected the evaluations of internal vs external motivations of their followers and evaluations of motivation related to overall evaluations.

Kywd: democratic leadership, authoritarian leadership, motivation, evaluation.

Klaas, B. S., & DeNisi, A. S. (1989). Managerial reactions to employee dissent: The impact of grievance activity on performance ratings. Academy of Management Journal, 32, 705-717.

AKS: An exploration is made of whether managerial reactions to grievance activity introduced bias into the process of performance appraisal.

Kywd: grievance procedures, unionized employees, bias, managerial reactions.

Krausz, Moshe. (1980). Performance Appraisal Practices in a Highly Unionized Country. Human Res. Mgmt., 19, (2), 32.

AKS: The authors claim that the choice now faced by organizations is not whether to use a performance appraisal program but rather what type of format to use.

Kywd: unions, Israel, appraisal format.

Liden, R. C., & Mitchell, T. R. (1983). The effects of group interdependence on supervisor performance evaluations. Personnel Psychology, 36, 289-300.

AKS: A laboratory experiment was designed to test the effect of group member interdependence on supervisory performance ratings.

Kywd: group member interdependence, supervisory performance ratings, high interdependence, low interdependence.

Longenecker, C. O. (1989). Truth or consequences: Politics and performance appraisals. Business Horizons, 32(6), 76-82.

AKS: Theoretically, employee appraisal is an objective, rational, systematic attempt by management to accurately describe subordinate performance. Occasionally, however, managers feel the need to manipulate ratings in the perceived best interest of their employees, their departments, or even themselves.

Kywd: politics, organizational culture, manipulation, appraisal techniques.

Longnecker, C. O., Gioa, D. A., & Sims, Jr., H. P. (1987). Behind the mask: The politics of employee appraisal. Academy of Management Executive, 1, 183-195.

AKS: The idea that executives might deliberately distort and manipulate appraisals for political purposes seems unspeakable. Yet we found extensive evidence to indicate that, behind a mask of objectivity and rationality, executives engage in such manipulation in an intentional and systematic manner.

Kywd: manipulation, politics, executives.

Meyer, J. P., Paunonen, S. V., Gallatly, I. R., Goffin, R. D., & Jackson, D. N. (1989). Organizational commitment and job performance: It's the nature of the commitment that counts. Journal of Applied Psychology, 74, 152-156.

AKS: In this study, we examined relations between the performance of first-level managers in a large food service company and their affective commitment (i.e., emotional attachment to, identification with, and involvement in the organization), continuance commitment (i.e., perceived costs associated with leaving the company), and job satisfaction.

Kywd: job performance, affective commitment, continuance commitment.

Mitchell, T. R., & Liden, R. C. (1982). The effects of the social context on performance evaluations. Organizational Behavior and Human Performance, 29, 241-256.

AKS: The study is designed to test the impact of group composition variables on the supervisor's ratings of subordinates.

Kywd: group composition variables, supervisor's ratings, social skills, leadership skills, poor performance.

Morgan, Jr., B. B., & Ogden, G. D. (1981). Non-instructional correlates of student ratings: A brief review. International Review of Applied Psychology, 30, 409-427.

AKS: The purpose of this paper is to provide a brief review of the effects of non-instructional variables on student ratings.

Kywd: student ratings, class variables, teacher variables.

Nigro, L. G. (1981). Attitudes of Federal employees toward performance appraisal and merit pay: Implications for CSRA implementation. Public Administration Review, 41, 84-86.

AKS: In this report, findings of two major surveys are reviewed and tentative conclusions drawn about the following questions:

- 1) How do federal employees feel about the existing (pre-CSRA) performance appraisal system?
- 2) Do they trust their organizations to develop and implement performance appraisal methods that are fair and equitable?

Kywd: federal employees, Civil Service Reform act, performance appraisal implementation.

Nigro, L. G. (1982). CSRA performance appraisals and merit pay: Growing uncertainty in the Federal work force. Public Administration Review, 42, 371-375.

AKS: In several key areas, OPM data indicate that "senior-level" employees (GS 13-15 and SES) are somewhat less than convinced that legislated objectives will be realized in practice. In addition, survey data obtained from four Navy R&D laboratories (1981) show trends that reflect uncertainties now afflicting the federal establishment.

Kywd: federal workforce, Civil Service Reform Act, attitudes, office of personnel management.

O'Connor, E. J., Peters, L. H., Pooyan, A., Weekly, J., Frank, B., & Erenkrantz, B. (1984). Situational constraint effects on performance, affective reactions, and turnover: A field replication and extension. Journal of Applied Psychology, 69, 663-672.

AKS: The present field investigation was designed to test the impact of situational constraints on performance, affective outcomes, and turnover.

Kywd: situational constraints, performance, affective outcomes, turnover.

Ross, J., & Ferris, K. R. (1981). Interpersonal attraction and organizational outcomes: A field examination. Administrative Science Quarterly, 26, 617-632.

AKS: The relationship of physical attractiveness, attitude similarity, and social background to performance ratings and salaries was examined at two public accounting firms.

Kywd: physical attractiveness, attitude similarity, social background, organizational outcomes.

Schwartz, C. A. (1986). Performance appraisal: Behavioralism and its discontents. College and Research Library, 47, 438-451.

AKS: In the area of performance appraisal, libraries and other nonprofit organizations face a special dilemma of providing job feedback while maintaining a nonauthoritarian climate. This paper assesses the utility of four approaches to this problem: behavioralism, minimal model, heuristic literature, and tacit knowledge from in-house experimentation.

Kywd: libraries, nonprofit organizations, job feedback, behavioral appraisal methods.

Serpa, R. (1984). Why many organizations, despite good intentions, fail to give employees fair and useful performance reviews. Management Review, 73, 41-45.

AKS: Discusses how organizational culture may be a roadblock to the proper administration of performance appraisals.

Kywd: organizational culture, values, norms, beliefs.

Smither, J. W., Skov, R. B., & Adler, S. (1986). Attributions for the poorly performing blackjack dealer: In the cards or inability? Personnel Psychology, 39, 123-140.

AKS: This study examined the effects of task and supervisory experience on causal attributions and recommendations for corrective action following poor performance.

Kywd: task experience, causal attributions, corrective action, poor performance.

Swiss, J. E. (1983). Establishing a management system: The interaction of power shifts and personality under Federal MBO. Public Administration Review, 43, 238-245.

AKS: MBO has a high failure rate and is particularly vulnerable during its first few years. This paper examines the crucial first five years of MBO's experience in HEW/HHS.

Kywd: management by objectives, power shifts, personality influences, federal department.

Tjosvold, D. (1985). The effects of attribution and social context on supervisors' influence and interaction with low performing subordinates. Personnel Psychology, 38, 361-376.

AKS: Organizations need to create the conditions in which superiors use their power effectively and appropriately, perhaps especially when subordinates are performing inadequately.

Kywd: interaction, low performance, superiors, subordinates.

Tjosvold, D. (1985). Power and social context in superior - subordinate interaction. Organizational Behavior and Human Decision Processes, 35, 281-293.

AKS: Power differences are thought to interfere with superiors' interaction with subordinates. However, it is also argued that superiors with considerable power are most supportive of their subordinates. To explore these opposing positions, 90 undergraduates became managers with either high or low power who believed their goals were cooperatively, individualistically, or competitively related to their subordinate.

Kywd: power, superior-subordinate interaction, social context.

Turnage, J. J., & Muchinsky, P. M. (1982). Transsituational variability in human performance within assessment centers. Organizational Behavior and Human Performance, 30, 174-200.

AKS: In this study 2056 assessment center candidates were rated on eight skills or abilities (traits) measured over five situational exercises (situations). Person, situation, and trait variance components were identified via the multitrait - multimethod matrix analysis.

Kywd: assessment center, traits, situations.

Von Glinow, M. A. (1985). Reward strategies for attracting, evaluating, and retaining professionals. Human Resource Management, 24, 191.

AKS: A typology of the design of organizational reward systems that explicitly addresses attraction, evaluation, and retention of valued professionals is offered with four cultural contexts: the Apathetic Culture, the Caring Culture, the Exacting Culture, and the Integrative Culture.

Kywd: organizational cultures, organizational reward systems, professional employees.

Zalesny, M. D., & Kirsch, M. P. (1989). The effect of similarity on performance ratings and interrater agreement. Human Relations, 42, 81-96.

AKS: The performance ratings made by the peers and supervisors of corrections officers were investigated. Attention was focused on the effects of rater and ratee personal, attitudinal, and relationship variables on performance ratings and on examining performance perspective differences as an explanation of rating agreement.

Kywd: similarity, rating agreement, peer, supervisors.

Zammuto, R. F., London, M., & Rowland, K. M. (1982). Organization and rater differences in performance appraisals. Personnel Psychology, 35, 643-658.

AKS: This study examines the effects of organizational differences and rater differences on performance appraisals.

Kywds: organizational differences, self rating, peer ratings, supervisory ratings.

VII. Developing Appraisal Systems/Instruments

Apt, K. E., & Watkins, D. W. (1989). What one laboratory has learned about performance appraisal. Research-Technology Management, 32(4), 22-28.

AKS: In 1984, Los Alamos National Laboratory introduced a new performance appraisal system that was developed by line managers of the organization and that was flexible enough to be applied to all employees.

Kywd: job responsibilities, attitudes, improvements, communication.

Banks, C. G., & Roberson, L. (1985). Performance appraisers as test developers. Academy of Management Review, 10, 128-142.

AKS: P.A. is reinterpreted as a test development task, and the appraiser is examined in terms of how well he/she can utilize ratee information validly in judging performance.

Kywd: tests, training, formats.

Bernardin, H. J., & Smith, P. C. (1981). A clarification of some issues regarding the development and use of behaviorally anchored rating scales. Journal of Applied Psychology, 66, 458-463.

AKS: This article attempts to clarify some issues regarding the development and use of behaviorally anchored rating scales (BARS).

Kywd: behaviorally anchored rating scales, effectiveness, rating process, Smith and Kendall format, observation.

Brumback, G. B., & McFee, T. S. (1982). From MBO to MBR. Public Administration Review, 42, 363-371.

AKS: The approach integrates performance appraisal into a broader performance management process and accounts for the two dimensions of performance that we strongly believe must both be accounted for, the individual's behaviors on the job and the results achieved.

Kywd: performance management, job behaviors, performance results.

Carissimi, D. C. (1982). Using management assessment colors in health care. Training & Development Journal, 36(3), 95-97.

AKS: In health care the assessment center is still in its infancy in terms of numbers of organizations using the process, sophistication of application and breadth of scope.

Kywd: assessment centers, assessment center components, health care.

Clayton, K. & Gatewood, R. (1981). The development of a managerial performance appraisal system in a social service agency. Public Personnel Management, 10, 261-269.

AKS: The article describes the step-by-step development of a performance appraisal system for evaluating middle-management personnel in a federally and municipally funded social service agency.

Kywd: middle management, social service agency, evaluation.

Distefano, Jr., M. K., Pryer, M. W., & Erffmeyer, R. C. (1983). Application of content validity methods to the development of a job-related performance rating criterion. Personnel Psychology, 36, 621-632.

AKS: This study demonstrated the use of quantitative content validity procedures in the development of a job-related behavioral rating scale criterion for entry-level psychiatric aides.

Kywd: content validity, behavioral rating scale, scale development.

Edwards, M. R. (1989). Making performance appraisals meaningful and fair. Business, 39(3), 17-25.

AKS: Multiple-rater, or team, evaluation appraisal systems offer a number of motivational benefits that make multiple-rater systems clearly superior to conventional, supervisor-only evaluation procedures.

Kywd: team evaluation, employee participation, feedback.

Edwards, M. R., Borman, W. C., & Sproull, R. (1985). Solving the double bind in performance appraisal: A saga of wolves, sloths, and eagles. Business Horizons, 28(3), 59-68.

AKS: Performance appraisal systems have been plagued by two major problems: the inaccuracy of raters, and supervisors who are caught in a dilemma because their role as the sole evaluators of performance undermines their more constructive role as performance coaches and counselors. The innovative Team Evaluation (TE) process for performance appraisal solves this double bind.

Kywd: team evaluation process, rater inaccuracy, supervisor dilemma.

Flanders, L. R., & Utterback, D. (1985). The management excellence inventory: A tool for management development. Public Administration Review, 45, 403-410.

AKS: The Management Excellence Inventory (MEI) is a management strengths and needs assessment instrument developed by the U.S. Office of Personnel Management for use by federal agencies in their management development systems.

Kywd: Management Excellence Inventory, needs assessment instrument, management development systems, competencies-based model.

Fowler, Jr., A. R., & Bushard, S. C. (1986). T.O.P.E.S.: Developing a task oriented performance evaluation system. Advanced Management Journal, 51(4), 4-8.

AKS: Accurate evaluation of employee performance is crucial, but most existing systems have crucial shortcomings. A new system, TOPES, is cost effective, versatile, easy to understand and use.

Kywd: T.O.P.E.S., cost effectiveness, versatility, adaptation.

Gallegos, P. M. (1983). Communicating performance results. Journal of Systems Management, 34(3), 25-31.

AKS: Author presents techniques of performance appraisals and offers a new effective review procedure.

Kywd: evaluation techniques, performance appraisal problems, four step appraisal program.

Gelberd, L., Lee, C., & Lupton, D. (1983). Self appraisals: The next stage in performance evaluations. Supervisory Management, 28(5), 9-14.

AKS: Self-appraisals are becoming more and more common. How well does the system work?

Kywd: self-appraisal system problems, self-appraisal system rewards, alleviating the problems.

Gibb, P. (1985). Appraisal goals and controls. Personnel Journal, 64, 89-93.

AKS: Appraisal must be a partnership in which performance goals are participatively set and progress is monitored on a regular basis.

Kywd: participation, goal setting, communication.

Gomez-Mejia, L. R., & Page, R. C. (1983). Integrating employee development and performance appraisal. Training & Development Journal, 37(6), 138-145.

AKS: This article describes a successfully implemented employee development model that has been created to meet multiple needs.

Kywd: work planning, job analysis, development diagnosis, development plan.

Gomez-Meija, L. R., Page, R. C., & Tornow, W. W. (1985). Improving the effectiveness of performance appraisal. Personnel Administrator, 30(1), 74-84.

AKS: This study describes a performance appraisal system that has been developed and successfully implemented by Control Data Corp., a large computer and financial services company operating in 47 countries.

Kywd: system components, support system, monitoring and tracking system, measuring system success.

Harper, S. C. (1983). A developmental approach to performance appraisal. Business Horizons, 26(5), 68-74.

AKS: Both managers and subordinates are wary of "appraisals," but make them "performance review and development" sessions and everyone can benefit from this more positive approach to developing employee potential and fulfilling company goals.

Kywd: appraiser reluctance, performance review and development (PR&D), PR&D purpose, appraiser training.

Hodge, S. P. (1983). Performance appraisals: Developing a sound legal and managerial system. College and Research Libraries, 44, 235-244.

AKS: The current performance appraisal situation is reviewed in light of recent equal employment opportunity requirements and managerial developments.

Kywd: equal employment opportunity requirements, library staff, managerial developments.

Kane, J. S., & Freeman, K. A. (1986). MBO and performance appraisals: A mixture that's not a solution, part 1. Personnel, 63, 26-36.

AKS: Alternative types of MBO are explained and an approach to overcome many of the inherent problems is offered.

Kywd: MBO, rate-setting, performance standards, outcomes, measurement, accountability, motivation.

Kane, J. S., & Freeman, K. A. (1986). MBO and performance appraisals: A mixture that's not a solution, part 2. Personnel, 63, 26-32.

Kolb, L. L. (1984). Use of assessment center methodology for appraising performance. Personnel Administrator, 29(10), 68-75.

AKS: Assessment center technology has been used for promotion, selection, training and development. This paper proposes a use that has not yet had serious consideration-performance appraisals.

Kywd: assessment center, organizational effectiveness, performance appraisal inefficiency.

Komaki, J. L., Collins, R. L., & Temlock, S. (1987). An alternative performance measurement approach: Applied operant measurement in the service sector. Applied Psychology: An International Review, 36, 71-89.

AKS: This article describes an alternative measurement approach - applied operant measures (AOM).

Kywd: applied operant measurement, scale development, rating assessment.

Lee, C. (1985). Increasing performance appraisal effectiveness: Masking basic types, appraisal process, and rater training. Academy of Management Review, 10, 322-331.

AKS: A.P.A. system tailored to fit ratee task characteristics is proposed.

Kywd: task characteristics, observational accuracy, rating performance accuracy.

Metz, E. J. (1988). Designing legally defensible performance appraisal systems. Training & Development Journal, 42, 47-51.

AKS: Is it possible to design a system that is both legally defensible and enhances performance?

Kywd: legally defensible, job relevant performance standards, documentation, feedback, audit process.

Minick, R. D., & Medlin, S. M. (1983). Anticipatory evaluations in HRD programming. Training & Development Journal, 37(5), 89-94.

AKS: We believe that front-end evaluations (anticipatory evaluation) can improve HRD programming greatly and will yield greater return on invested resources than anything that can be done after an HRD program is on line.

Kywd: anticipatory evaluations, HRD programming, integrated evaluations, context evaluations, evaluability assessment.

Moravec, M. (1981). How performance appraisal can tie communication to productivity. Personnel Administrator, 26(1), 51-57.

AKS: Performance appraisal can provide a mechanism for drawing together two key elements of successful management - productivity and communication - but only if it is properly structured and implemented.

Kywd: communication, productivity, appraisal design, appraisal implementation.

Moravec, M. (1981). Performance appraisal: A human resource management system with productivity payoff. Management Review, 70, 51-54.

AKS: Performance appraisal is a perennial topic because of its importance. While there are no final answers, Bechtel has developed a workable approach.

Kywd: substantiating, developing understanding, gaining acknowledgment, action planning, performance counseling.

Mulder, M., Binkhorst, D., & Van Oers, T. (1983). Systematic appraisal of leadership effectiveness of consultants. Human Relations, 36, 1045-1065.

AKS: The aim of this study was to develop an evaluation system for a firm of organization consultants, avoiding the bottlenecks in such a system, such as subjectivity, one-way judgment by superiors, and minimal participation of the judged persons in the judgment process.

Kywd: evaluation system, organization consultants, leadership patterns.

Naffziger, D. W. (1985). BARS, RJP, and recruiting. Personnel Administrator, 30(8), 85-96.

AKS: Using a performance appraisal instrument to aid other HR functions.

Kywd: behaviorally anchored, rating scales, human resource managers, recruiting.

Olson, H. C., Fine, S. A., Myers, D. C., & Jennings, M. C. (1981). The use of functional job analysis in establishing performance standards for heavy equipment operators. Personnel Psychology, 34, 351-364.

AKS: Research recently completed for a large international craft union provided the opportunity for an empirical assessment of functional job analysis (FJA) as a method for developing job-related performance standards.

Kywd: functional job analysis, performance standards, work samples.

Overstreet, J. S. (1985). The case for merit bonuses. Business Horizons, 28(3), 53-58.

AKS: Many organizations use merit increases to reward performance, but few use merit bonuses. Yet a merit bonus system may be the sounder way to reward performance.

Kywd: merit bonus approach, implementation suggestions, reinforcement.

Price, S., & Graber, J. (1986). Employee-made appraisals. Management World, 15(2), 34-36.

AKS: The behavioral-expectation approach, instead of using one or two generic questionnaires to evaluate a wide variety of exempt and nonexempt positions, involves a customized appraisal for each position.

Kywd: behavioral - expectation approach, customized appraisals, evaluation criteria.

Pulhamus, A. R. (1989). Performance appraisal - why and how you should implement a due process approach to discipline. Supervision, 50(6), 3-5.

AKS: Recognition is growing of the need to adapt procedural due process to performance appraisal systems to encourage supervisors to accurately rate employees' job performance because their ratings may be challenged and possibly adjudicated.

Kywd: procedural due process, feedback, poor performers, discipline.

Rarick, C. A., & Baxter, G. (1986). Behaviorally anchored rating scales (BARS): An effective performance appraisal approach. Advanced Management Journal, 51, 36-39.

AKS: Behaviorally Anchored Rating Scales have the potential to increase both the accuracy of employee appraisal and ultimately the effectiveness of the organization.

Kywd: BARS, advantages, disadvantages, Bars development.

Reagles, K. W. (1984). Psychological considerations inherent in a conceptual model for performance appraisal of human service professions. Rehabilitation Psychology, 29, 49-63.

AKS: A model of performance appraisal (PA), which is broadly applicable to rehabilitation and other human service settings, is described.

Kywd: human service professionals, performance appraisal model, model elements.

Rosinger, G., Myers, L. B., Levy, G. W., Loar, M., Mohrman, S. A., & Stock, J. R. (1982). Development of a behaviorally based performance appraisal system. Personnel Psychology, 35, 75-88.

AKS: This paper describes the development of a behaviorally based performance appraisal system.

Kywd's: behaviorally based scale, proficiency levels, job tasks.

Schneir, C. E., Beatty, R. W., & Baird, L. S. (1986). Creating a performance management system. Training & Development Journal, 40(5), 74-81.

AKS: In this, the second part of a two part article begun in last month's journal, the authors demonstrate the comprehensive of a performance management system.

Kywd's: performance management system, standards, feedback, decision making, performance development.

Segall, J. J. (1989). KISS appraisal woes goodbye. Supervisory Management, 34(12), 23-28.

AKS: Performance appraisals should be job-related and objective and should satisfy the KISS principle (keep it simple, stupid).

Kywd's: job description, appraisal purpose, performance standards, preparation, goals.

Silverman, S. B., & Wexley, K. N. (1984). Reaction of employees to performance appraisal interviews as a function of their participation in rating scale development. Personnel Psychology, 37, 703-710.

AKS: The purpose of the present field study was to see whether employee involvement in the development of rating scales used in the feedback interview affected ratees' perceptions of the interview.

Kywd's: feedback, perceptions, behaviorally anchored rating scales.

Solomon, G., & Bouloutian, A. (1982). Building a performance system--not a training system. Training & Development Journal, 36(9), 32-34.

AKS: The means for constructing an effective performance management system is based on an engineering model. The model provides an organized, step-by-step procedure for constructing a system to maximize performance.

Kywd's: performance management system, performance engineering model, information, instrumentation, innovation.

Steele, J. W. (1981). In praise of appraisal. Advanced Management Journal, 46, 12-18.

AKS: James W. Steele, president of Personnel Systems and Development Company, tells how to recognize the shortcomings of a poorly devised system and what features a sound one should have.

Kywd: employee development, corporate goals, poor appraisal system, sound appraisal system.

Svatko, J. E. (1989). Simplifying the performance appraisal. Small Business Reports, 14(3), 30-33.

AKS: Paychex, a payroll processing firm, uses a performance appraisal system that combines an annual review with an individualized goal-setting approach.

Kywd: goal setting, criteria, management reviews.

Taylor, G. S., Lehman, C. M., & Forde, C. M. (1989). How employee self-appraisals can help. Supervisory Management, 34(8), 32-41.

AKS: A system of employee self-appraisals can be instituted that allows employees to assess their own performance about 6 months before the performance interview.

Kywd: self-appraisal, appraisal interview, feedback.

Taylor, R. R., & Smith, L. (1987). Performance standards: Developing an employee appraisal system to enhance productivity in a county government. Public Administration Quarterly, Summer, 217-238.

AKS: The primary goal of the program was to provide an appraisal system utilizing consistent behaviorally-based descriptions of different levels of performance for each job classification.

Kywd: performance standards, behavior based descriptions, legally defensible.

Thompson, D. E., & Thompson, T. A. (1985). Task-based performance appraisal for blue-collar jobs: Evaluation of race and sex effects. Journal of Applied Psychology, 70, 747-753.

AKS: Court standards for job analysis were used to develop a task-based performance appraisal instrument for use with multiple blue-collar jobs in a small, foamed plastics plant. Race and sex effects in performance appraisal scores and overall performance rankings of 150 employees in three jobs were analyzed with separate factorial analyses of covariance.

Kywd's: job analysis, task-based performance appraisal instrument, race effects, sex effects.

Ward, J. A. (1982). Quality assurance through performance appraisal or vice versa? The Internal Auditor, 39, 30-32.

AKS: The author applies the principle of quality assurance to internal auditing and combines it with the job performance appraisal process.

Kywd's: quality assurance, evaluation tools, audit objectives.

VIII. Training and Motivating Raters

Athey, T. R., & McIntyre, R. M. (1987). Effects of rater training on rater accuracy: Levels-of-processing theory and social facilitation theory perspectives. Journal of Applied Psychology, 72, 567-572.

AKS: Demonstrates the use of levels-of-processing theory and social facilitation theory to explain the effect of training format and group size on distance and correlation accuracy, leniency-severity, halo, retention of training and pretraining information, and subject arousal.

Kywd: levels of processing theory, social facilitation theory, accuracy, training format.

Bernardin, H. J., & Buckley, M. R. (1981). A consideration of strategies in rater training. Academy of Management Review, 6, 205.

AKS: There is no evidence to support the belief that training raters to change rating distributions will increase accuracy or validity.

Kywd: accuracy, training, response set.

Boice, R. (1983). Observational skills. Psychological Bulletin, 93, 3-29.

AKS: Reasons for the traditional neglect of observational skills in psychology are examined in regard to misunderstandings, to a problematic history of development, and to persistent methodological difficulties.

Kywd: observational skills, nonverbal communication, social skills.

Brown, D. G. (1987). Development of performance standards: A practical guide. Public Personnel Management, 16, 93-114.

AKS: A proven method for setting performance standards for both quantitative and qualitative tasks is presented and explained.

Kywd: Performance standards, organizational goals, participation, job descriptions, critical incidents.

Buzzotta, V. R. (1989). Improve your performance appraisals. Security Management, 33(6), 94-100.

AKS: Performance appraisal problems can be overcome if an organization makes appraisals a continuing year-round activity, teaches its managers how to appraise year-round, and teaches them how to deal with each worker individually.

Kywd: goal setting, year-round appraisal, manager training.

Davis, B. L., & Mount, M. K. (1984). Effectiveness of performance appraisal training using computer assisted instruction and behavior modeling. Personnel Psychology, 37, 439-452.

AKS: The present study evaluated the effectiveness of performance appraisal training in an organizational setting.

Kywd: managers, training, computer assisted instruction, behavior modeling.

Edwards, M. R., & Sproull, J. R. (1983). Rating the raters improves performance appraisals. Personnel Administrator, 28(8), 77-82.

AKS: This article examines the state of current appraisal methods and offers a means for achieving significant improvement through innovations in appraiser feedback.

Kywd: appraiser feedback, mixed standard scale, objective judgment quotient.

Fay, C. H., & Latham, G. P. (1982). Effects of training and rating scales on rating errors. Personnel Psychology, 35, 105-116.

AKS: Ninety business students were randomly assigned to one of three conditions where they used behavioral observation scales (BOS), behavioral expectation scales (BES), or trait scales in observing people on videotape. Half the individuals received four hours of training to minimize rating errors.

Kywd: rating errors, behavioral observation scales, behavioral expectation scales, trait scales.

Fisher, C. D., & Thomas, J. (1982). The other face of performance appraisal. Human Resource Management, 21(1), 24.

AKS: The purpose of this paper is to discuss what we do know about how supervisors are affected by making appraisals and giving feedback, and to offer recommendations for countering such undesired outcomes.

Kywd: supervisors, trust, power, job satisfaction.

Halatin, T. J. (1981). Evaluating the superior employee. Supervisory Management, 26(12), 17-20.

AKS: The formal evaluation is one of the few direct rewards that a supervisor can give to the superior employee, and the supervisor should take advantage of the opportunity.

Kywd: preparation, document performance, evaluation writing suggestions.

Hauenstein, N. M. A., & Foti, R. J. (1989). From laboratory to practice: Neglected issues in implementing frame-of-reference rater training. Personnel Psychology, 42, 359-378.

AKS: Data collected at 2 law enforcement agencies were used to address 3 specific issues concerning the development and implementation of frame-of-reference rater training.

Kywd: rating system, frame-of-reference, rater, training.

Hedge, J. W., & Kavanagh, M. J. (1988). Improving the accuracy of performance evaluations: Comparison of three methods of performance appraiser training. Journal of Applied Psychology, 73, 68-73.

AKS: A total of 52 supervisory personnel were trained under one of three performance-appraisal training programs: rater error (response set) training, observation training, or decision-making training.

Kywd: rater training, observation training, decision-making training, accuracy.

King, P. (1984). How to prepare for a performance appraisal interview. Training & Development Journal, 38(2), 66-69.

AKS: This how-to-article gives trainers practical information to use in a training session on P.A.

Kywd: training, supervisors, appraisal interview.

Lawrie, J. (1989). Steps toward objective appraisal. Supervisory Management, 34(5), 17-24.

AKS: To obtain the maximum benefit from the performance appraisal process, managers need to move from opinion to fact. This movement is facilitated as much by the preparation made by the manager before the appraisal as it is by the effort of the manager during the appraisal itself.

Kywd: preparation, critical incidents, job functions, appraisal purpose, improvement.

Martin, D. C., & Bartol, K. M. (1986). Training the raters: A key to effective performance appraisal. Public Personnel Management, 15, 101-109.

AKS: This article outlines the major elements which should be included in an effective rater training program. Suggested training approaches and the need for refresher training also are discussed.

Kywd: rater training, standards, rating errors, appraisal interview.

Nalbandian, J. (1981). Performance appraisal: If only people were not involved. Public Administration Review, 41, 392-396.

AKS: This article critiques trends in performance appraisal in light of the supervisor's motivation to assess subordinates and suggests avenues which can be explored to overcome the supervisor's resistance to performance evaluation.

Kywd: motivation, supervisors, objectivity.

Oliver, J. E. (1985). Performance appraisals that fit. Personnel Journal, 64, 66-71.

AKS: Since goals, standards, and context differ so widely, appraisals only make sense when employees are divided into categories based on job responsibilities.

Kywd: goals, standards, context, frequency, raters.

Pulakos, E. D. (1984). A comparison of rater training programs: Error training and accuracy training. Journal of Applied Psychology, 69, 581-588.

AKS: This research evaluated differences in rater behavior as a function of training program orientation.

Kywd: error training, accuracy training, rater behavior.

Schuler, R. S. (1981). Taking the pain out of performance appraisals. Supervisory Management, 26(8), 8-12.

AKS: To diminish the uncertainty in the appraisal interview, managers need to examine the four areas that give them the greatest stress.

Kywd: stress, uncertainty, employee reactions, timing, what to tell employees.

Sims, R. R., Veres, J. G., & Heninger, S. M. (1987). Training appraisers: An orientation program for improving supervisory performance ratings. Public Personnel Management, 16, 37-46.

AKS: Effective rater training programs must consider employee motivation, aptitude, and feedback in order to be most effective in improving performance and avoiding litigation.

Kywd: rater training, litigation, motivation, aptitude.

Slattery, P. D. (1985). Performance appraisal without stress. Personnel Journal, 66, 49-52.

AKS: Proper information, preparation, and documentation can reduce the often stressful impact performance evaluation has on both the appraiser and ratee.

Kywd: stress, information, preparation, communication.

Smith, D. (1986). Training programs for performance appraisal: A review. Academy of Management Review, 11, 22-40.

AKS: Twenty-five studies that have researched the effects of rater training on the psychometric quality of performance ratings are reviewed.

Kywd: rater training, psychometrics, accuracy.

Wehrenberg, S. B. (1988). Train supervisors to measure and evaluate performance. Personnel Journal, 67(2), 77-79.

AKS: Solutions to problems focus on two main areas: the appraisal system and rater training.

Kywd: rater training, job analysis, performance measurement.

IX. Integrating Performance Appraisal Information

Bazerman, M. H., Beekun, R. I., & Schoorman, F. D. (1982). Performance evaluation in a dynamic context: A laboratory study of the impact of a prior commitment to the ratee. Journal of Applied Psychology, 67, 873-876.

AKS: A dynamic view of performance evaluation is proposed that argues that raters who are provided with negative performance data on a previously promoted employee will subsequently evaluate the employee more positively if they, rather than their predecessors, made the earlier promotion decision.

Kywd's: performance evaluation, negative performance data, prior evaluation, subsequent evaluation.

DeNisi, A. S., Cafferty, T. P., & Meglino, B. M. (1984). A cognitive view of the performance appraisal process: A model and research propositions. Organizational Behavior and Human Performance, 33, 360-396.

AKS: Model describes how rater collects encodes, stores and later reviews information in memory, and the method of weighing and correlating the information to form an evaluation converted to a rating scale.

Kywd's: encoding information, storing information, memory, weighing information.

DeNisi, A. S., Stevens, G. E. (1981). Profiles of performance evaluations and personnel decisions. Academy of Management Journal, 24, 592-603.

AKS: A laboratory experiment was conducted on profiles of performance: high, average, or low; stable or variable; ascending or descending. Level of performance was found to be the most important determinant of performance evaluations and several other personnel decisions (such as salary increase).

Kywd's: level of performance, stability of performance, personnel decisions.

Feldman, J. M. (1981). Beyond attribution theory: Cognitive processes in performance appraisal. Journal of Applied Psychology, 66, 127-148.

AKS: P.A. is a dual-process system of evaluation and decision making. This dual process is critical for introduction of bias due to the availability of cue and the models the rater is using.

Kywd's: dual process system, decision making, bias.

Jackofsky, E. F. (1984). Turnover and job performance: An integrated process model. The Academy of Management Review, 9, 74-83.

AKS: Presented here are a model and several hypotheses/propositions that suggest how job performance may be related (1) directly to various forms of employee turnover and (2) to precursors of turnover.

Kywd's: job performance, turnover, process model.

Krantz, S. (1983). Five steps to making performance appraisal writing easier. Supervisory Management, 28(12), 7.

AKS: By using the following tips in writing performance appraisals, you also find that the process can actually become more satisfying and productive.

Kywd's: writing plan, critical incidents file, organization, editing.

Mitchell, T. R., & Kalb, L. S. (1981). Effects of outcome knowledge and outcome valence on supervisor's evaluations. Journal of Applied Psychology, 66, 607-612.

AKS: 55 nurses were given descriptions of 2 incidents of poor performance and 1/4 give negative outcome of incident, 1/4 benign outcome, and 1/2 given no outcome. Those with outcome knowledge (esp. negative outcome) rated the outcome as more probable and saw the subordinate as more responsible for the behavior and made more internal attributions.

Kywd's: outcome knowledge, outcome valence, internal attributions.

Mitchell, T. R., & Kalb, L. S. (1982). Effects of job experience on supervisor attributions for a subordinate's poor performance. Journal of Applied Psychology, 67, 181-193.

AKS: Subjects hired in proofreading task put into 2 conditions: supervisors of proofreaders with no experience at task and supervisors with experience at task. The latter tended to make more external attribution when subordinate did poorly.

Kywd's: external attributions, job experience, poor performance.

Schmidt, F. L., Hunter, J. E., & Outerbridge, A. N. (1986). Impact of job experience and ability on job knowledge, work sample performance and supervisory ratings of job performance. Journal of Applied Psychology, 71, 432-439.

AKS: Based on data from four independent studies with a total sample size of 1,474, path analysis was used to examine the causal impact of job experience on job knowledge, performance capability as measured by job sample tests, and supervisory ratings of job performance.

Kywd: path analysis, job knowledge, job experience, performance capability, job performance.

Williams, K. J., DeNisi, A. S., Meglino, B. M. & Cafferty, T. P. (1986). Initial decisions and subsequent performance ratings. Journal of Applied Psychology, 71, 189-195.

AKS: A laboratory experiment was conducted to examine how information initially encountered for one decision was later used for evaluating ratee performance.

Kywd: initial information, subsequent performance, memory.

X. Practical Performance Appraisal System Considerations

Alexander, F. (1989). Performance appraisals. Small Business Reports, 14(3), 20-29.

AKS: A properly conducted performance appraisal can improve company operations and increase efficiency by focusing employee attention on long-term objectives rather than day-to-day output. Appraisal systems also can provide protection against claims of wrongful discharge and other grievances.

Kywd: documentation, ongoing appraisals, advantages.

Bronstein, H. (1989). Don't shoot the messenger - A guide to getting a performance appraisal. Business Credit, 91(3), 37-38, 53.

AKS: Few people have been given training in how to receive a performance appraisal. Understanding the process and knowing how to deal with feedback can help employees conquer their fears.

Kywd: feedback, expectations, goals, long-term perspective.

Buford, J. A., Burkhalter, B. B., & Jacobs, G. T. (1988). Link job descriptions to performance appraisal. Personnel Journal, 67(6), 132-140.

AKS: Job description, can be used as a tool in performance appraisal. As such, they establish a rational link between job content and performance, thus strengthening the appraisal process.

Kywd: job descriptions, policies, rater training.

Cayer, M., DiMatta, D. J., & Wingrove, J. (1988). Conquering evaluation fear. Performance Administrator, 33(6), 97-107.

AKS: Managers who effectively use the performance appraisal process will be more assertive, goal-oriented and constructive.

Kywd: emotions, appraisal process, goal-oriented.

Cederblom, D. (1982). The performance appraisal interview: A review, implications, suggestions. Academy of Management Review, 7, 219-227.

AKS: P.A. interviews were reviewed in the context of recent P.A. models. Three factors proved useful for producing effective interviews: (1) knowledge of subordinate's job and performance; (2) superior's support of subordinate; and (3) subordinates open participation.

Kywd: appraisal interview, interview format, interview frequency, interview function, goal setting.

Cocheu, T. (1986). Performance appraisal: A case in points. Personnel Journal, 65(9), 48-55.

AKS: Describes a modified MBO appraisal approach based on company-wide objectives, active participation, periodic review, differentiated performance levels, and continuing employee development.

Kywd: MBO, participation, development, program audit, cooperation, teamwork.

Day, D. (1989). Performance management year-round. Personnel, 66(8), 43-45.

AKS: A superior alternative to yearly evaluations is to make appraisal an ongoing process that clearly begins during the first week of employment and actively continues throughout the year.

Kywd: new employees, feedback, supervisors, preparation.

Dearden, J. (1987). Measuring profit center managers. Harvard Business Review, Sept.-Oct., 84-88.

AKS: In this article the basis for errors in profit center measurement systems is described, how these result in suboptimal measurement systems, and suggestions for action management can take to correct the problems the systems create.

Kywd: profit center managers, conceptual errors, measurement systems, correction.

Deets, N. R., & Tylor, D. T. (1986). How Xerox improved its performance appraisals. Personnel Journal, 65(4), 50-52.

AKS: Describes how XEROX uses a MBO-based appraisal format with written narratives to assess task accomplishment, professional and personnel development goals, financial, and HR goals.

Kywd: MBO interim review, motivation, system audit.

Einstein, W. O., & LeMere-LaBonte, J. (1989). Performance appraisal: Dilemma or design? Advanced Management Journal, 54(2), 26-30.

AKS: Most managers dislike performance appraisals, and many lack the people skills necessary to evaluate performance. The use of a systematic approach to appraisals based on a clear, mutually understood contract between the employee and the supervisor can turn this dilemma into a constructive process.

Kywd: appraisal contracts, job description, guidelines.

Eyres, P. S. (1989). Legally defensible performance appraisal systems. Personnel Journal, 68(7), 58-62.

AKS: The design and enforcement of a performance appraisal system or the lack of identifiable and enforceable procedures may invite employee lawsuits.

Kywds: litigation, dismissals, guidelines.

Fedor, D. R., & Buckley, M. R. (1988). Issues surrounding the need for more frequent monitoring of individual performance in organizations. Public Personnel Management, 17, 435-442.

AKS: Since appraisal timing and frequency vary widely but informal performance information is available on an on-going basis, a mechanism for implementing a systematic process of collecting and using performance information is offered.

Kywds: timing, frequency, information collection.

Ferris, G. R., & Gilmore, D. C. (1985). Appraisals everyone can agree on. Management World, 14(8), 12-15.

AKS: How to use appraisals to motivate - not frustrate - your employees.

Kywds: poor performance causes, self-appraisal, legal issues.

Gellerman, S. W., & Hodgson, W. G. (1988). Cyanamid's new take on performance appraisals. Harvard Business Review, May-June, 36-41.

AKS: Dissatisfaction with the old system has led the biotechnology and chemical company to experiment.

Kywds: progress reviews, motivation, employee involvement.

Goddard, R. W. (1989). Is your appraisal system headed for court? Personnel Journal, 68(1), 114-118.

AKS: Current methods of appraising personal skill, knowledge, and potential and overall worth are largely subjective and discriminatory. Far-sighted employers are auditing their appraisal systems to ensure they meet professional standards.

Kywds: litigation, performance standards, personnel actions.

Hall, T. C. (1987). Starting over. Training & Development Journal, 41(12), 60-62.

AKS: Describes how a state agency developed a performance appraisal system based on a combination of MBO and the forced choice method.

Kywd: forced choice, pay for performance, merit pay, MBO, lump-sum.

Huffer, S. (1989). Not letting personality interfere. Supervisory Management, 34(11), 28-31.

AKS: While it is not easy to consider job performance alone when performing an employee evaluation, it is the only fair way to evaluate workers.

Kywd: job performance, personality, supervisors.

Karl, K. A., & Wexley, K. N. (1989). Patterns of performance and rating frequency: Influence on the assessment of performance. Journal of Management, 15, 5-20.

AKS: A laboratory simulation was conducted to examine the influence of assesses' pattern of performance on assessor ratings of assessee performance, assessor attributions for assessee performance, and rating accuracy.

Kywd: patterns of performance, rating frequency, attributions.

Kelly, C. (1984). Reasonable performance appraisals. Training & Development Journal, 38(1), 79-82.

AKS: P.A., no matter how well thought out, always seems to cause hard feelings between supervisors and employees, and management only makes the situation worse by pretending that the system functions properly. The solution seems to lie not in claiming too much for the system, but in claiming a little less.

Kywd: subjective, negative, credibility, performance categories, judgment.

Kirkpatrick, K. D. (1984). Two ways to evaluate your performance appraisal system. Training & Development Journal, 38(8), 38-41.

AKS: A simple survey and 5-point effectiveness checklist can give you the information you need to evaluate how well your system works...and why.

Kywd: survey, program effectiveness, requirements for effective program.

Landy, F. J., Farr, J. L., & Jacobs, R. R. (1982). Utility concepts in performance measurement. Organizational Behavior and Human Performance, 30, 15-40.

AKS: The extension of the utility logic to cover other areas of personnel including the performance measurement and feedback paradigm is proposed and a demonstration of such an application is provided.

Kywd: utility concepts, performance measurement, feedback paradigm.

Laumeyer & Beebe. (1988). Employees and their appraisals. Personnel Administrator, 33(12), 76-80.

AKS: The Minnesota Department of Transportation (MN/DOT) decided to conduct an employee survey on its performance appraisal process. The major objectives of the survey were twofold: (1) to find out how employees felt about the current system; (2) to solicit suggestions for improvement.

Kywd: employee perceptions, suggestions, frequency, self-appraisal.

Lee, C. (1989). Poor performance appraisals do more harm than good. Personnel Journal, 68(9), 91-99.

AKS: Failed appraisal systems may be inappropriate or unmonitored systems or ones that are poorly defined, communicated, or supported. Good appraisal systems share some essential elements.

Kywd: guideposts, timetable, flexibility, system checks, endorsement.

Levy, M. (1989). Almost-perfect performance appraisals. Personnel Journal, 68(4), 76-83.

AKS: Enhancements can be made to a conventional performance appraisal system to obtain better results.

Kywd: job expectations, job requirements, performance standards.

Lochner, A. H., & Teel, K. S. (1988). Appraisal trends. Personnel Journal, 67(9), 139-145.

AKS: This is the conclusion of a 1987 survey identifying appraisal practices currently in use in private industry, and comparing these practices with those from 1977 (when a similar survey was performed).

Kywd: rating scale, critical incidents, employee comparison, results-oriented appraisal.

Loo, R. (1989). Quality performance appraisals. Canadian Manager, 14(4), 24-26.

AKS: The major sources of problems and dissatisfaction with appraisal systems can be categorized as: 1. organizational problems, such as using performance appraisal for conflicting purposes, and 2. supervisory problems, which reflect employees' beliefs that appraisals are not objective. Techniques are available to improve the accuracy, fairness, and defensibility of appraisals.

Kywd: criticism, techniques, recommendations, improvements.

McCabe, D. M. (1984). Labor relations, collective bargaining, and performance appraisal in and Federal Government under the Civil Service Reform Act of 1978. Public Personnel Management, 13, 133-146.

AKS: The article analyzes labor relations, collective bargaining and human resources management issues due to the establishment of P.A. systems in federal government agencies that have labor relations obligations.

Kywd: labor relations, collective bargaining, federal agencies.

Murray, R. S. (1981). Managerial perceptions of two appraisal systems. California Management Review, 23, 92.

AKS: In a longitudinal study of employee reactions to two types of appraisal systems, employee attitudes towards their appraisal system, job, supervisor, company, frequency and quality of feedback, and compensational and promotional policies are compared under the traditional trait approach and the more objective results-oriented approach.

Kywd: employee perceptions, trait approach, results-oriented approach.

Prince, J. B., & Lawler, E. E. (1988). Does salary discussion hurt the developmental performance appraisal? Organizational Behavior and Human Decision Processes, 37, 357-375.

AKS: The "split roles of performance appraisal" perspective introduced by H. H. Meyer and associates in 1965 (H. H. Meyer, E. Kay, J. R. P. French, Jr. Harvard Business Review, 43, 123-129) argues that discussing salary has a negative impact on the developmental aspects of performance appraisal (PA). This research provides the first empirical evaluation of that proposition.

Kywd: salary discussion, participation, work planning, utility.

Reed, P. R., & Kroll, M. J. (1985). A two-perspective approach to performance appraisal. Personnel, 62, 51-57.

AKS: Since one reason for disliking performance appraisals is the limited knowledge raters have of ratees' performance, an alternative approach that relies on input from both supervisors and subordinates may alleviate this problem.

Kywd: subordinate appraisal, multiple perspectives.

Regel, R. W., & Hollmann, R. W. (1987). Gauging performance objectively. Personnel Administrator, 32(6), 74-78.

AKS: Effective appraisals can motivate employees and propel them upward.

Kywd: scale format, subjective weighting, performance dimensions.

Romanoff, K. E. (1989). The ten commandments of performance management. Personnel, 66(1), 24-28.

AKS: Ten common-sense guidelines can mean the difference between success and failure in a company's performance appraisal program.

Kywd: guidelines, goals, work results.

Sashkin, M. (1981). Appraising appraisal: Ten lessons from research to practice. Organizational Dynamics, 37-50.

AKS: When the appraisal system itself is inadequate or ineffective, even the best techniques will suffer. The author gives ten guidelines designed to help top management assess such a system.

Kywd: heuristic guidelines, appraisal system assessment, effective appraisal characteristics.

Scherkenback. (1985). Performance appraisal and quality: Ford's new philosophy. Quality Progress, April, 40-46.

AKS: Ford Motor Company's total quality efforts are reaching an area not covered by traditional quality improvement programs: the performance appraisal system.

Kywd: total quality concept, Ford, appraisal problems.

Taylor, G. S., & Stephen, B. A. (1989). When beauty is the beast. Supervisory Management, 34(5), 34-40.

AKS: Appraisal should be based on the behaviors most important to the job, since most people are paid for behaving in a way that is necessary to fulfill the job requirement. This type of appraisal will help combat the influence of stereotypes, including those associated with appearance.

Kywd: attractiveness, job performance, feedback, continuing appraisal.

Tyer, C. B. (1982). Employee performance appraisal in American State Governments. Public Personnel Management, 11, 199-212.

AKS: The present study was undertaken specifically to examine state government employee performance appraisal practices and to document further the "state-of-the-art" of this management tool in the public sector.

Kywd: state government employee, policies, appraisal techniques.

Wiersma, U., & Latham, G. P. (1986). The practicality of behavioral observation scales, behavioral expectation scales and trait scales. Personnel Psychology, 39, 619-628.

AKS: The practicality of three appraisal instruments were measured in terms of user preference, namely, behavioral observation scales (BOS), behavioral expectation scales (BES), and trait scales.

Kywd: behavioral observation scales, behavioral expectation scales, trait scales, user preferences, instrument practicality.

XI. Performance Feedback and/or Goal Setting

Bannister, B. D. (1986). Performance outcome feedback and attributional feedback: Interactive effects on recipient responses. Journal of Applied Psychology, 71, 203-210.

AKS: The present study experimentally manipulated characteristics of both the feedback message and the source of feedback.

Kywd: feedback message, feedback source, recipient response.

Becker, T. E., & Klimoski, R. J. (1989). A field study of the relationship between the organizational feedback environment and performance. Personnel Psychology, 42, 343-358.

AKS: A field study used the Job Feedback Survey (Herold & Parsons, 1985) and performance data gathered from multiple sources to examine the relationship between the perceived organizational feedback environment and performance.

Kywd: feedback environment, job performance.

Bogerty, M. A. (1982). How to prepare for your performance review. Advanced Management Journal, 47, 12-19.

AKS: Margaret A. Bogerty tells how you can prepare for your appraisals by putting together your own complete description of your job responsibilities and any changes in these that have occurred over time, detailing all your accomplishments and failures, and explaining what you or the company could do to help you overcome your shortcomings.

Kywd: preparation, job description, self-assessment, performance interview, salary.

Campbell, D. J. (1984). The effects of goal-contingent payment on the performance of a complex task. Personnel Psychology, 37, 23-40.

AKS: Using a highly complex, computerized decision-making task, 56 university students participated in a six-week long, repeated measures, goal-setting project, involving different payment systems.

Kywd: goal-contingent payment, hourly payment, goal setting.

Campion, M. A., Lord, R. G. (1982). A control systems conceptualization of the goal-setting and changing process. Organizational Behavior and Human Performance, 30, 265-287.

AKS: In this paper a control systems model of motivation is developed in which a goal is considered a referent or desired state to which performance is compared. Any discrepancy (error) between goals and performance creates a corrective motivation.

Kywd: goal setting, motivation, feedback, behavior.

Chhokar, J. S., & Wallin, J. A. (1984). A field study of the effect of feedback frequency on performance. Journal of Applied Psychology, 69, 524-530.

AKS: The present study assessed the effect of varying the frequency of feedback in an applied setting - in the area of industrial/occupational safety.

Kywd: feedback, frequency, safety performance, training, goal setting.

Dassett, D. L., & Greenberg, C. I. (1981). Goal setting and performance evaluation: An attributional analysis. Academy of Management Journal, 24, 767-779.

AKS: The present study considered the effect of goal setting on supervisors' evaluations of employees' performance and the causes attributed to that performance.

Kywd: goal setting, attributions, supervisors.

DeGenaro, G. J., & Johnston, R. A. (1985). How to assess your on-going MBO program. Advanced Management Journal, 50(1), 40-45.

AKS: An MBO system should be assessed for effectiveness but often management does not know how to do this. A 7 step plan suggested here provides feedback to management.

Kywd: MBO, assessment, feedback.

Dipboye, R. L., & dePontbriand, R. (1981). Correlates of employee reactions to performance appraisal and performance appraisal systems. Journal of Applied Psychology, 66, 248-251.

AKS: Hypothesis: Does goal setting and participation moderate the correlation of perceived favorability of the appraisal with opinions of the appraisal process?

Kywd: goal setting, participation, favorability, opinions.

Dorfman, P. W., Stephan, W. G., & Loveland, J. (1986). Performance appraisal behaviors: Supervisor perceptions and subordinate reaction. Personnel Psychology, 39, 579-598.

AKS: This study examined supervisor perceptions and subordinate reactions to formal performance-appraisal reviews.

Kywd's: appraisal dimensions, perceptions, reactions.

Dugan, K. W. (1989). Ability and effort attributions: Do they affect how managers communicate performance feedback information? Academy of Management Journal, 32, 87-114.

AKS: Patterns of performance feedback communication were explored in a study involving 52 students enrolled in a graduate-level organizational behavior course.

Kywd's: communication patterns, feedback, poor performance, attributions.

Earley, P. C. (1988). Computer-generated performance feedback in the magazine subscription industry. Organizational Behavior and Human Decision Processes, 41, 50-64.

AKS: A field experiment was conducted to assess the relation of computer-generated feedback to an individual's task performance.

Kywd's: computer generated feedback, task performance, feedback specificity.

Earley, P. C., & Kanfer, R. (1985). The influence of component-participation and role models on goal acceptance, goal satisfaction, and performance. Organizational Behavior and Human Decision Processes, 36, 378-390.

AKS: The present investigation examined the effects of different types of participation (choice) and role models in goal setting on goal acceptance, goal satisfaction, and performance.

Kywd's: participation, role model, goal acceptance, goal satisfaction, performance.

Edwards, M. R., & Goodstein, L. D. (1982). Experiential learning can improve the performance appraisal process. Human Resource Management, 21(1), 18.

AKS: What if the appraiser did receive feedback regarding the relative accuracy of the performance evaluations made? Such feedback would transform the appraisal process into an experiential learning situation in which the feedback would enable the appraiser to continually improve the quality of the evaluations made.

Kywd's: experimental learning, feedback, accuracy.

Erez, M., Early, P. C., & Hulin, C. L. (1985). The impact of participation on goal acceptance and performance: A two step model. Academy of Management Journal, 28, 50-66.

AKS: The present research consisted of two studies - one laboratory and one field experiment - hypothesizing a two-step model (participation - acceptance - performance) with which participation could be tested more effectively.

Kywd: participation, two-step model, goal acceptance.

Feeney, E. F. (1981). Developing the high performance edge. Advanced Management Journal, 46(4), 29-39.

AKS: The way to increased productivity may be as simple as a performance improvement system that keeps employees informed of what needs to be done and rewards them for doing it.

Kywd: productivity, rewards, mismanagement.

Harper, S. C. (1986). Adding purpose to performance reviews. Training & Development Journal, 40(9), 53-55.

AKS: These truths about performance appraisals may steer you toward a more effective system.

Kywd: effectiveness, purpose, objectivity, goals.

Hom, P. W., DeNisi, A. S., Kinicki, A. J., & Bannister, B. D. (1982). Effectiveness of performance feedback from behaviorally anchored rating scales. Journal of Applied Psychology, 67, 568-576.

AKS: A Behaviorally Anchored Rating Scale (BARS) developed according to Bernardin, LaShells, Smith, and Alvares' (1976) optimal procedure was compared with a carefully constructed summated rating scale.

Kywd: behaviorally anchored rating scale, performance feedback, summated rating scale.

Huber, V. L., & Neale, M. A. (1986). Effects of cognitive heuristics and goals on negotiator performance and subsequent goal setting. Organizational Behavior and Human Decision Processes, 38, 342-365.

AKS: The purpose of this study was to examine the effects of a situational constraint - an externally set goal - and related cognitive variates - outcome expectancies, perceived self-competency, and goal commitment - on the performance and goal setting of 79 novice negotiators.

Kywd: goal setting, outcome expectancies, self-competency, goal commitment.

Ilgen, D. R., Mitchell, T. R., & Fredrickson, J. W. (1981). Poor performers: Supervisors' and subordinates' responses. Organizational Behavior and Human Performance, 27, 386-410.

AKS: Forty-one groups with appointed supervisors and either two or three subordinates worked on a clerical task for three 10-min sessions and received feedback on their performance. Supervisors evaluated subordinate performance and provided feedback for the subordinates.

Kywd: feedback, attitudes, responses.

Ilgen, D. R., & Moore, C. F. (1987). Types and choices of performance feedback. Journal of Applied Psychology, 72, 401-406.

AKS: Although research has clearly demonstrated that specific and timely feedback to individuals is beneficial to task performance, little attention has been paid to the content of the feedback on the most typical type of work tasks - tasks in which high performance along both quality and quantity dimensions is desired and in which quality and quantity are inversely related at high levels of performance.

Kywd: feedback content, task quality, task quantity.

Ilgen, D. R., Peterson, R. B., Martin, B. A., & Boesche, D. A. (1981). Supervisor and subordinate reactions to performance appraisal sessions. Organizational Behavior and Human Performance, 28, 311-330.

AKS: Sixty supervisor-subordinate pairs were sampled before and after annual performance appraisal interviews used to discuss the subordinates' goal accomplishments over the past 12 months.

Kywd: agreement, supervisors, subordinate.

Ivancevich, J. M. (1982). Subordinates' reactions to performance appraisal interviews: A test of feedback and goal setting techniques. Journal of Applied Psychology, 67, 581-587.

AKS: A field experiment to examine and compare the effectiveness of four appraisal interview conditions was conducted.

Kywd: feedback, goal setting, reaction factors.

Kim, J. S. (1984). Effect of behavior plus outcome goal setting and feedback on employee satisfaction and performance. Academy of Management Journal, 27, 139-149.

AKS: In a field experiment, goal setting and feedback involving both behavior and outcome simultaneously was found to be superior to that involving either behavior or outcome alone on sales performance, but not on employee satisfaction.

Kywd: goal setting, feedback, employee behavior, employee satisfaction.

Kinlaw, D. C., & Christensen, D. R. (1984). Confront - don't criticize - to improve performance. Advanced Management Journal, 49(1), 56-58.

AKS: Often in criticizing a subordinate's performance in an effort to improve it, managers end up damaging their work relationship with the employee. The key is to confront, not criticize.

Kywd: criticism, confrontation, performance improvement.

Kirby, P. G. (1981). Part 3: A systematic approach to performance appraisal. Management World, 10, 28-29, 44.

AKS: The performance review is the culmination of a successful appraisal process.

Kywd: review process, self-evaluation, record keeping.

Larson, Jr., J. R. (1984). The performance feedback process: A preliminary model. Organizational Behavior and Human Performance, 33, 42-76.

AKS: A model of the overall feedback process is outlined.

Kywd: feedback, attitudes, model.

Larson, Jr., J. R. (1986). Supervisors' performance feedback to subordinates: The impact of subordinate performance valence and outcome dependence. Organizational Behavior and Human Decision Processes, 37, 391-408.

AKS: The purpose of this study was to examine the effects of two variables on supervisors' performance feedback to subordinates: (1) the valence of the subordinate's performance, that is, whether the subordinate has performed well or poorly, and (2) the degree to which the supervisor's monetary outcomes are dependent on the subordinate's performance.

Kywd: feedback, performance valence, outcome dependence, supervisors.

Larson, Jr., R., Glynn, M. A., Fleener, C. P., & Scontrino, M. P. (1986). Exploring the dimensionality of managers' performance feedback to subordinates. Human Relations, 39, 1083-1102.

AKS: The purpose of this study was to investigate the dimensional structure of managers' performance feedback to subordinates.

Kywd: feedback, dimensions, factor analysis, managers.

Latham, G. P., & Marshall, H. A. (1982). The effects of self-set, participatively set and assigned goals on the performance of government employees. Personnel Psychology, 35, 399-404.

AKS: A government agency wished to define effective supervisory behavior. Fifty-seven government employees participated in the job analysis.

Kywd's: self-set goals, participatively set goals, assigned goals, supervisory behavior.

Locke, E. A., Frederick, E., Lee, C., & Bobko, P. (1984). The effect of self-efficacy, goals, and task strategies on task performance. Journal of Applied Psychology, 59, 241-251.

AKS: This study examined the effect of self-efficacy, goals, and task strategies on goal choice and task performance.

Kywd's: self-efficacy, task strategies, goal choice, task performance.

Locke, E. A., & Somers, R. L. (1987). Effects of goal emphasis on performance on a complex task. Journal of Management Studies, 24, 405.

AKS: Official Air Force goals for courtmartial processing time had existed for years but were generally ignored because they were considered unrealistic or unimportant. A new TAC staff advocate decided that processing time should be improved and emphasized goal attainment through various procedures.

Kywd's: goal attainment, goal setting theory, goal emphasis.

Longenecker, C. O., & ArGiaia, D. (1988). Neglected at the top-executives talk about executive appraisal. Sloan Management Review, 29(2), 41-49.

AKS: The authors discovered that executives continually focused on their own concerns and frustrations as appraisers. Interviews with sixty upper-level manager suggested that executive performance appraisals are typically conducted very badly.

Kywd's: executives, frustration, feedback.

Mallinger, M. A., & Cummings, T. C. (1986). Improving the value of performance appraisals. Advanced Management Journal, 51(2), 19-21.

AKS: By implementing procedures suggested here, both employers and employees can transform such reviews into positive experiences.

Kywd's: appraisal interviews, anxiety, defensiveness, positive experience.

Mento, A. J., Steel, R. P., & Karren, R. J. (1987). A meta-analytic study of the effects of goal setting on task performance: 1966-1984. Organizational Behavior and Human Decision Processes, 39, 52-83.

AKS: A meta-analytic study was conducted involving primarily published research from 1966 to 1984 and focusing on the relationship between goal-setting variables and task performance.

Kywd: meta-analysis, goal setting, task performance.

Moore, M. L., & Scott, K. D. (1983). Installing management by objectives in a public agency: A comparison of black and white managers, supervisors and professionals. Public Administration Review, 43, 121-126.

AKS: This paper explores the prediction of King and Bass (1974) that black managers and supervisors may be more reluctant than whites to accept management programs such as management by objectives.

Kywd: MBO, race, public agency.

Nanry, C. (1988). Performance linked training. Public Personnel Management, 17, 457-464.

AKS: A systematic approach for collecting and categorizing performance data can be a useful tool for training need analysis.

Kywd: training, needs assessment.

Naylor, J. C., & Ilgen, D. R. (1984). Goal setting: A theoretical analysis of a motivational technology. Research in Organizational Behavior, 6, 95-140.

AKS: The recent theoretical explanation for complex behavior proposed by Naylor, Pritchard, and Ilgen (1980b) is suggested as a conceptual framework for understanding the effects of goal setting.

Kywd: goal setting, motivation, constructs.

Nordstrom, R. R., & Hall, R. V. (1985). Graphing employee performance. Supervisory Management, 30(12), 2.

AKS: Using graphs as a feedback technique in areas of performance - especially attendance and productivity.

Kywd: feedback, attendance, productivity, graphs.

Pearce, J. L., & Porter L. W. (1986). Employee response to formal appraisal feedback. Journal of Applied Psychology, 71, 211-218.

AKS: The present study investigates the attitudinal impacts of the receipt of formal performance appraisal feedback.

Kywd: feedback, attitudes, organizational commitment.

Podsakoff, P. M., & Farh, J. (1989). Effects of feedback sign and credibility on goal setting and task performance. Organizational Behavior and Human Decision Processes, 44, 45-67.

AKS: Ninety undergraduate students participated in a laboratory study to examine the influence of feedback sign and feedback credibility on goal setting and task performance.

Kywd: goal setting, feedback credibility, task performance, feedback sign.

Raddle, P. (1986). Dealing with employee status deprivation. Training & Development Journal, 40(1), 61-64.

AKS: How you can handle the problems that arise when employees are passed over for promotion, downgraded, underemployed, or undercompensated.

Kywd: status deprivation, career consequences, performance evaluations, prevention.

Russell, J. S., & Goode, D. L. (1988). An analysis of managers' reactions to their own performance appraisal feedback. Journal of Applied Psychology, 73, 13-67.

AKS: Individuals' reactions to their performance appraisal interviews were examined in two analyses of managers who appraised their subordinates.

Kywd: managers, feedback, satisfaction, reactions.

Stone, D. L., Gueuthal, H. G., & McIntosh, B. (1984). The effects of feedback sequence and expertise of the rater on perceived feedback accuracy. Personnel Psychology, 37, 487-506.

AKS: Using a 2 x 2 experimental design, the present study examined the main and interactive effects of feedback sequence (negative-positive vs. positive-negative) and expertise of the rater (high vs. low) on perceptions of feedback accuracy.

Kywd: feedback sequence, rater expertise, feedback accuracy.

Stone, D. L., & Stone E. F. (1985). The effects of feedback consistency and feedback favorability on self-perceived task competence and perceived feedback accuracy. Organizational Behavior and Human Decision Processes, 36, 167-185.

AKS: The present study, employing a 2 x 2 true-experimental design and regression analyses assessed the main and interactive effects of feedback consistency (consistent vs inconsistent), and feedback favorability (acceptable vs superior), for feedback given at two time periods on measures of perceived feedback accuracy and self-perceived task competence.

Kywd: feedback consistency, feedback favorability, feedback accuracy, task competence.

Stone, E. F., & Stone, D. L. (1984). The effects of multiple sources of performance feedback and feedback favorability on self-perceived task competence and perceived accuracy. Journal of Management, 10, 371-391.

AKS: The effects of (a) favorability of feedback and (b) number of feedback agents on self-perceived task competence and perceived accuracy of feedback were examined.

Kywd: feedback favorability, task competency, feedback accuracy.

Tziner, A., & Latham, G. P. (1989). The effects of appraisal instrument, feedback and goal-setting on worker satisfaction and commitment. Journal of Organizational Behavior, 10, 145-153.

AKS: A study examined the effect of behavior observation scales (BOS) and graphic rating scales (GRS) on job satisfaction and organizational commitment.

Kywd: behavioral observation scales, graphic rating scales, feedback, organizational commitment.

Usher, C. L., & Cornia, G. C. (1981). Goal setting and performance assessment in municipal budgeting. Public Administration Review, 41, 229-235.

AKS: Budgets and budget manuals from 123 large American cities were examined to determine the degree to which goal setting and performance assessment have been formally incorporated into municipal budgeting.

Kywd: goal setting, performance assessment, municipal budgeting.

Varca, P. E., & Levy, J. C. (1984). Individual differences in response to unfavorable group feedback. Organizational Behavior and Human Processes, 33, 100-111.

AKS: Examined how individual differences in repression - synthesis moderate effects of negative feedback in task groups.

Kywd: individual differences, negative feedback, task groups.

Wexley, K. N., & Snell, S. A. (1987). Managerial power: A neglected aspect of the performance appraisal interview. Journal of Business Research, 15, 45-54.

AKS: This field study investigated the relationships between three types of attributed managerial power (positive, coercive, and legitimate) with subordinates' perceptions of performance appraisal interview processes and their reactions to appraisal feedback.

Kywd: managerial power, feedback, perceptions.

White, L. G. (1982). Improving the goal-setting process in local government. Public Administration Review, 42, 77-83.

AKS: This article will address the two questions raised above about the ability of a political body to establish goals, and about the appropriateness of organization development training models for political bodies.

Kywd: local government, goal setting, training practices, policy making.

Wooten, B. E. (1981). Using appraisal to set objectives. Supervisory Management, 26(11), 30.

AKS: It is often overlooked that appraisal sessions can be an important part of management by objectives, which relies heavily on employee input managed properly, the appraisal session can be a time for the supervisor and employee to agree on their common objectives and establish standards based on an understanding of each other's point of view.

Kywd: MBO, standards, employee input.

Yeager, S. J., Rabin, J., & Vocino, T. (1985). Feedback and administrative behavior in the public sector. Public Administration Review, 45, 570-575.

AKS: This article reports results of survey research on the effects of feedback on government employees' job attitudes and on their perceptions of evaluation and reward systems.

Kywd: feedback, job attitudes, behavior, government employees, survey.

Zawacki, R. (1984). Performance standards, goals, objectives for data processing. Journal of Systems Management, 35, 12.

AKS: The purpose of this article is to define and differentiate between performance standards, goals, and objectives by using DP examples. Then a model will be introduced that hopefully will help clarify the relationship between the above three variables and feedback. Finally, goal-setting and feedback guidelines are given for DP managers.

Kywds: performance standards, feedback, goals, objectives.

XII. Measurement Issues

Balzer, W. K. (1986). Biases in the recording of performance related information: The effects of initial impression and centrality of the appraisal task. Organizational Behavior & Human Decision Processes, 37, 329-347.

AKS: Two variables, initial impression and rating task centrality, were hypothesized to bias the recording of performance-related behavioral incidents used by raters during appraisal.

Kywd: initial impression, rating task centrality, bias.

Barnes-Farrell, J. L., & Weiss, H. M. (1984). Effects of standard extremity on mixed standard scale performance ratings. Personnel Psychology, 37, 301-316.

AKS: It was suggested that the extremity of the scale values associated with standards used to represent effective and ineffective performance in Mixed Standard Scales may affect the nature of performance ratings derived from MSS responses and decisions based on MSS ratings.

Kywd: mixed standard scales, standard extremity, performance ratings.

Bartlett, C. J. (1983). What's the difference between valid and invalid halo? Forced choice measurement without forcing a choice. Journal of Applied Psychology, 68, 218-226.

AKS: By identifying item validities, ratings on invalid items were statistically removed from ratings on valid items in the prediction of forced-choice ratings. Using this procedure, 11 studies were conducted in two different organizations, with ratings done for three different purposes, using five different rating forms to evaluate five different levels of jobs by four different levels of raters.

Kywd: valid halo, invalid halo, forced-choice measurement.

Becker, B. E., & Cardy, R. L. (1986). Influence of halo error on appraisal effectiveness: A conceptual and empirical reconsideration. Journal of Applied Psychology, 71, 662-671.

AKS: We examined a number of gaps and weaknesses in the rater error-accuracy literature and drew some conclusions about the usefulness of this line of inquiry, given the current nature of the measures and the current state of our theories.

Kywd: halo error, accuracy, rating validity.

Bernardin, J. H. (1989). Increasing the accuracy of performance measurement: A proposed solution to erroneous attributions. Human Resource Planning, 12, 239-250.

AKS: Surveys were conducted of 48 middle managers from a large computer manufacturer and 59 police sergeants from 4 police agencies to determine the extent to which attributions of performance differ as a function of their perspective of the evaluator.

Kywd: attributions, accuracy, rater training.

Brush, D. H., & Schoenfeldt, L. F. (1982). Performance appraisal for the 80s. Personnel Administrator, 27, 76-83.

AKS: The problems of validity and utility for various approaches are discussed.

Kywd: validity, utility, appraisal methods.

Bycio, P., Alvares, K. M., & Hahn, J. (1987). Situational specificity in assessment center ratings: A confirmatory factor analysis. Journal of Applied Psychology, 72, 463-474.

AKS: Assessment center ratings of eight abilities from each of five situational exercises were examined for their cross-situational consistency and discriminant validity.

Kywd: assessment center, discriminant validity, cross-situational consistency, abilities.

Cleveland, J. N., & Landy, F. J. (1981). The influence of rater and ratee age on two performance judgments. Personnel Psychology, 34, 19-30.

AKS: The influences of rater age and ratee age on performance evaluations of 513 exempt managers from a large manufacturing organization were examined.

Kywd: rater age, ratee age, performance criteria.

Collons, R. D. (1982). The assessment center. Best's Review, 83(2), 85-86.

AKS: A key to the centers' success is that they provide each employee with an opportunity to perform under the same set of circumstances. Yet there appear to be considerable differences in the operating procedures used by different centers. Given the importance which uniformity plays in the assessment process, it is important to look at some of these differences in procedures in order to evaluate their impact.

Kywd: assessment center, operating procedures, evaluation team, uniform standards.

Cooper, W. H. (1981). Conceptual similarity as a source of illusory halo in job performance ratings. Journal of Applied Psychology, 66, 302-307.

AKS: Took measures of perceived relationships between Job Dimension and compared with observed correlation matrices and normative true score matrices.

Kywd: job dimension, halo error, performance ratings.

Dickinson, T. L. (1987). Designs for evaluating the validity and accuracy of performance ratings. Organizational Behavior & Human Decision Processes, 40, 1-21.

AKS: The goal of the present research was to develop a design that combined both the multitrait-multimethod and person perception designs.

Kywd: rating distortions, multitrait-multimethod design, person perception design.

Dipboye, R. L. (1985). Some neglected variables in research on discrimination. Academy of Management Review, 10, 116-127.

AKS: The thesis here is that the stereotype - fit model and passive observer research procedures have led researchers and theorists to overemphasize cognitive determinants and neglect behavioral, affective, and social determinants of biases in subjective appraisal.

Kywd: stereotype-fit model, bias, subjectivity.

Edwards, M. R., Wolfe, M., & Sproull, J. R. (1983). Improving comparability in performance appraisal. Business Horizons, 26, 75.

AKS: This article develops a hierarchy of job comparability and offers suggestions for designing appraisal systems to allow comparisons among employees.

Kywd: job comparability, hierarchy, comparisons.

Farh, J., & Dobbins, G. H. (1989). Effects of comparative performance information on the accuracy of self-ratings and agreement between self- and supervisor ratings. Journal of Applied Psychology, 74, 606-610.

AKS: A study that investigated the manner in which social comparison performance information affects the accuracy of self-ratings and the agreement between self- and supervisor ratings.

Kywd: performance information, self-ratings, accuracy, social comparison, supervisor ratings.

Farh, J., & Dobbins, G. H. (1989). Effects of self-esteem on leniency bias in self-reports of performance: A structural equation model analysis. Personnel Psychology, 42, 835-850.

AKS: Structural equation model analysis is used to examine the relationship between self-esteem and leniency bias in self-reports of performance.

Kywd: self-esteem, self-reports, bias, structural equation model analysis.

Feldman, J. M. (1986). A note on the statistical correction of halo error. Journal of Applied Psychology, 71, 173-176.

AKS: "Halo error," in short, may reflect, at least in part, a process that systematically alters true performance and ability prior to halo measurement. If so, it would not be possible to correct for halo error using overall performance ratings.

Kywd: halo error, true performance, overall performance ratings.

Feldman, J. A., Camburn, A., & Gatti, G. M. (1986). Shared distinctiveness as a source of illusory correlation in performance appraisal. Organizational Behavior & Human Decision Processes, 37, 34-59.

AKS: The formation of illusory correlations between group membership and quality of job performance was investigated in four experiments.

Kywd: illusory correlations, group membership, information processing theory.

Fisicaro, S. A. (1988). A reexamination of the relation between halo error and accuracy. Journal of Applied Psychology, 73, 239-244.

AKS: The use of halo error measures, the possibility of negative halo errors, and implications of the results for rater training are discussed.

Kywd: halo error, negative halo error, rater training.

Fox, S., Ben-Nahum, Z., & Yinon, Y. (1989). Perceived similarity and accuracy of peer ratings. Journal of Applied Psychology, 74, 781-786.

AKS: A study examined the hypothesis, which was suggested by Mumford (1983) and derived from social comparison theory, that raters will be more accurate in rating peers perceived to be similar to themselves.

Kywd: peer ratings, accuracy, similarity.

Fox, S., & Dinur, Y. (1988). Validity of self-assessment: A field evaluation. Personnel Psychology, 41, 581-592.

AKS: This study evaluated the validity of self-assessment in a natural setting. It also addressed the possibility of improving the utility of self-assessment by cautioning subjects that their responses could be compared with other existing data on them.

Kywd: validity, self-assessment, utility.

Friedman, M. G. (1986). Ten steps to objective appraisals. Personnel Journal, 65, 66-71.

AKS: Limited cognitive capacity of the human mind can limit the objectivity of performance ratings unless specific actions are taken to insure objectivity.

Kywd: objectivity, feedback, performance standards, documentation, multiple sources, rater training.

Gaugler, B. B., & Thornton, III, G. C. (1989). Number of assessment center dimensions as a determinant of assessor accuracy. Journal of Applied Psychology, 74, 611-618.

AKS: A study examined the influence of the number of dimensions that assessors rate on the observation, classification, and evaluation of behaviors.

Kywd: assessment center, dimensions, accuracy.

Gaugler, B. B., Rosenthal, D. B., Thornton, III, G. C., & Bentson, C. (1987). Meta-analysis of assessment center validity. Journal of Applied Psychology, 72, 493-511.

AKS: Meta-analysis (Hunter, Schmidt, & Jackson, 1982) of 50 assessment center studies containing 107 validity coefficients revealed a corrected mean and variance of .37 and .017, respectively. The findings suggest that assessment centers show both validity generalization and situational specificity.

Kywd: assessment center, validity, meta-analysis.

Ghorpade, J., & Lackritz, J. R. (1981). Influences behind neutral responses in subordinate ratings of supervisors: A methodological note. Personnel Psychology, 34, 511-522.

AKS: Isolation of the influences behind neutral responses is the chief concern of this paper.

Kywd: neutral responses, influences, subordinate ratings.

Harvey, R. J. (1982). The future of partial correlation as a means to reduce halo in performance ratings. Journal of Applied Psychology, 67, 171-176.

AKS: 2 major problems with partial correlation approach: (1) correct use of techniques depends on the validity of specific causal assumptions regarding the rating process; (2) previous tests of this approach specifically Landy et. al. (1980) had problems with the analytic procedures.

Kywd: partial correlation, rating process, halo error.

Heilman, M. E., & Stopeck, M. H. (1985). Being attractive, advantage or disadvantage? Performance based evaluations and recommended personnel as a function of appearance, sex, and job type. Organizational Behavior and Human Decision Processes, 35, 202-215.

AKS: Prompted by a concern with the effects of appearance on how individuals and their work are regarded and how rewards are allocated in work settings, an experiment was conducted to determine whether physical attractiveness differentially affects the performance evaluations and recommended personnel actions for men and women holding managerial and nonmanagerial jobs.

Kywd: appearance, men, women, managerial jobs, nonmanagerial jobs.

Heneman, R. L., Wexley, K. N., & Moore, M. L. (1987). Performance rating accuracy: A critical review. Journal of Business Research, 15, 431-449.

AKS: Models of performance rating accuracy were reviewed and combined into an integrative framework. This framework was used to review the empirical studies on performance - rating accuracy.

Kywd: accuracy, framework, rater, ratee, training.

Henick, A., & Tzelgov, J. (1985). Control of the halo error: A multiple regression approach. Journal of Applied Psychology, 70, 577-580.

AKS: The present work suggests a conceptualization of the halo effect in terms of a suppressor variable. Accordingly, a multiple regression approach for the treatment of halo variance is suggested.

Kywd: halo error, suppressor variable, multiple regression.

Hughes, G. L., & Prien, E. P. (1986). An evaluation of alternate scoring methods for mixed standard scale. Personnel Psychology, 39, 839-848.

AKS: This study investigated the psychometric properties of three methods of scoring a Mixed Standard Scale (MSS) performance evaluation: the patterned procedure, a simple nonpatterned scoring procedure, and a procedure that assigned differential weights to each statement on the basis of scale values provided by a panel of subject matter experts.

Kywd: mixed standard scale, psychometric properties, scoring methods.

Hulin, C. L. (1982). Some reflections on general performance dimensions and the halo rating error. Journal of Applied Psychology, 67, 115-170.

AKS: General factors in rating data resemble general factors in measures of human ability. Removing such general factors as if they were halo rather than true score may eliminate more of the variance from rating data than is justifiable.

Kywd: general performance dimensions, halo error, variance, rating data.

Ilgen, D. R., & Favero, J. L. (1985). Limits in generalization from psychological research to performance appraisal processes. Academy of Management Review, 10, 311-322.

AKS: It is argued here that the experimental methods of social psychological research may not be well suited to the study of particular issues in P.A.

Kywd: social psychology, research methods, performance appraisal process.

Jacobs, R., & Kozlowski, S. W. J. (1985). A closer look at halo error in performance ratings. Academy of Management Journal, 28, 201-212.

AKS: This study focused on conceptualizing and measuring a particularly pervasive form of rating error-halo. Longitudinal data were analyzed to assess the relationship between rater-ratee familiarity and halo error, and the degree of congruency among four of the five common measurements of halo error.

Kywd: halo, rating error, halo indicators, familiarity.

James, L. R., Demaree, R. G., & Wolf, G. (1984). Estimating within-group interrater reliability with and without response bias. Journal of Applied Psychology, 69, 85-98.

AKS: This article presents methods for assessing agreement among the judgments made by a single group of judges on a single variable in regard to a single target.

Kywd: agreement, judgments, interrater reliability.

Kane, J. S., & Bernardin, H. J. (1982). Behavioral observation scales and the evaluation of performance appraisal effectiveness. Personnel Psychology, 35, 635-642.

AKS: An earlier article by the present authors (Bernardin and Kane, 1980) pointed out a serious flaw in the conceptual basis of Behavioral Observation Scales (BOS). The present article explains this flaw in more detail and shows that its solution would make BOS indistinguishable from other methods already in existence.

Kywd: behavioral observation scale, error capitalization, flaws.

Kingstrom, P. O., & Bass, A. R. (1981). A critical analysis of studies comparing behaviorally anchored rating scales (BARS) and other rating formats. Personnel Psychology, 34, 263-290.

AKS: All published studies comparing behaviorally anchored rating scales (BARS) with other rating formats were reviewed.

Kywd: behaviorally anchored rating scales, rating formats, psychometric characteristics.

Kingstrom, P. O., & Mainstone, L. E. (1985). An investigation of the rater-ratee acquaintance and rater bias. Academy of Management Journal, 28, 641-653.

AKS: This study examines correlates of rater-ratee acquaintance.

Kywd: rater-ratee acquaintance, rater bias, sales supervisors.

Kinicki, A. J., & Griffeth, R. W. (1985). The impact of sex-role stereotypes on performance ratings and causal attributions of performance. Journal of Vocational Behavior, 27, 155-170.

AKS: The impact of sex-role stereotypes on performance ratings and causal attributions of performance were examined after controlling for confounding variables inherent in past research.

Kywd: sex-role stereotype, causal attributions, bias.

Klimoski, R., & Brickner, M. (1987). Why do assessment centers work? The puzzle of assessment center validity. Personnel Psychology, 40, 243-260.

AKS: The finding that assessment centers are successful in making valid predictions of managerial success is well established in the literature. Unfortunately, it is not clearly understood why assessment centers work.

Kywd: assessment centers, predictive validity, explanations.

Kraiger, K., & Ford, J. K. (1985). A meta-analysis of ratee race effects in performance ratings. Journal of Applied Psychology, 70, 56-65.

AKS: For the present research, meta-analytic techniques were used for more substantive conclusions about the existence of ratee race effects and whether the effects were related to rater race or were moderated by situational factors.

Kywd's: meta-analysis, ratee race effects, situational factors.

Lahey, M. A., & Saal, F. E. (1981). Evidence incompatible with a cognitive compatibility theory of rating behavior. Journal of Applied Psychology, 66, 706-715.

AKS: Test of rating scale formats and relation to raters' cognitive complexity.

Kywd's: scale format, cognitive complexity, rating errors.

Lance, C. E., & Woehr, D. J. (1986). Statistical control of halo: Clarification from two cognitive models of the performance appraisal process. Journal of Applied Psychology, 71, 679-685.

AKS: It is suggested that the partiality procedure generally yields unspecifiable and uninterpretable residuals, and that it may only be used appropriately when there is no halo error in dimensional ratings to begin with!

Kywd's: halo, partial correlation, causal structure, causal priority.

Landy, F. J., Vance, R. J., & Barnes-Farrell, J. L. (1982). Statistical control of halo: A response. Journal of Applied Psychology, 67, 177-180.

AKS: Responds to criticisms of their 1980 article on the methodology and suggests methods by which more accurate estimates of expected values of dimensional intercorrelations might be obtained.

Kywd's: halo error, methodology, intercorrelations.

Lee, R., Malone, M., & Greco, S. (1981). Multitrait-multimethod-multirater analysis of performance ratings for law enforcement personnel. Journal of Applied Psychology, 66, 625-632.

AKS: 144 deputy sheriffs were rated on 9 job performance dimensions on 2 different rating scales by 2 raters. This minimized leniency error, restriction of range and low reliability and other problems usually found with P.A. ratings.

Kywd's: rating errors, job performance dimensions, rating scales.

Lynch, B. J., Lacefield, W. E., Ezekiel, P. A. (1981). Dependability and interrater reliability of the two types of ratings scales. American Journal of Medical Technology, 47, 98-105.

AKS: The reliability of a behaviorally anchored rating scale and the reliability of a bare trait rating scale measuring the same categories of expected behavior of medical laboratory students were studied.

Kywd: behaviorally anchored rating scale, bare trait rating scale, reliability.

Murphy, K. R. (1982). Difficulties in statistical control of halo. Journal of Applied Psychology, 67, 161-164.

AKS: Criticizes Landy et. al. (1980) method of statistically controlling for halo because it may remove true score variance in ratings and also because their research used the wrong unit of analysis since data was aggregated over raters and halo is assumed to be an individual raters error.

Kywd: halo error, variance, unit of analysis.

Murphy, K. R., & Balzer, W. K. (1986). Systematic distortions in memory-based behavior ratings and performance evaluations: Consequences for rating accuracy. Journal of Applied Psychology, 71, 39-44.

AKS: There is evidence that memory-based evaluations and ratings of behavior are subject to systematic distortion, which results in high levels of halo. This suggests that memory-based ratings should be less accurate than ratings collected under conditions that minimize demands on memory.

Kywd: accuracy, memory-based ratings, distortions.

Murphy, K. R., & Constans, J. I. (1987). Behavioral anchors as a source of bias in rating. Journal of American Psychology, 72, 573-577.

AKS: This study tested the hypothesis that the presence of behavioral anchors that closely matched behaviors actually observed by raters would bias performance ratings.

Kywd: behavioral anchors, bias, actual behaviors.

Murphy, K. R., Garcia, M., Kerkas, S., Martin, C., & Balzer, W. K. (1982). Relationship between observational accuracy and accuracy in evaluating performance. Journal of Applied Psychology, 67, 320-325.

AKS: Although there are data suggesting that accuracy in observing ratee behavior is related to rater errors in performance appraisal, there is little data on the relationship between observational accuracy and performance rating accuracy. Measures of elevation, differential elevation, and differential accuracy in rating the frequency of behaviors previously defined as critical incidents were related to corresponding measures of accuracy in evaluating performance.

Kywd: observational accuracy, performance rating accuracy.

Murphy, K. R., Herr, B. M., Lockard, M. E., & Maguire, E. (1986). Evaluating the performance of paper people. Journal of Applied Psychology, 71, 654-661.

AKS: One hundred and eleven studies published between 1975 and 1984 were grouped into five major substantive categories, and a comparative meta-analysis was used to contrast the outcomes of paper people studies to those of similar studies in which ratings were based on the observation of ratee behavior.

Kywd: meta-analysis, paper people studies, behavioral observation.

Murphy, K. R., Martin, C., & Garcia, M. (1982). Do behavioral observation scales measure observation? Journal of Applied Psychology, 67, 562-567.

AKS: It is suggested that recall of the behaviors of ratees is determined by the degree to which certain behaviors are representative of general judgments made about ratees, and that BOS, as typically used, measure traitlike judgments rather than behavioral observation.

Kywd: behavioral observation scales, behaviorally anchored rating scales, traits.

Murphy, K. R., & Pardaffy, V. A. (1989). Bias in behaviorally anchored rating scales: Global or scale-specific? Journal of Applied Psychology, 74, 343-346.

AKS: In two separate studies, behavioral anchors on one of the scales developed by Murphy and Constan (1987) were manipulated and examined for the effect of bias in these scales on ratings of dimensions that varied in their conceptual and evaluative similarity to the dimension that was manipulated.

Kywd: behaviorally anchored rating scales, bias, rating dimensions.

Murphy, K. R., & Reynolds, D. H. (1988). Does true halo affect observed halo? Journal of Applied Psychology, 73, 235-238.

AKS: We examined the proposition that true halo affects observed halo.

Kywd: true halo, observed halo, correlations.

Peters, L. H., O'Conner, E. J., Weekly, J. P., Pooyan, A., Frank, B., & Erenkrantz, B. (1984). Sex bias and managerial evaluations: A replication and extension. Journal of Applied Psychology, 69, 349-352.

AKS: The present investigation replicates and extends the recent work of both Mobley (1982) and Wexley and Pulakos (1982) on sex bias in performance appraisals.

Kywd: sex, bias, rating scales.

Prien, E. P., & Hughes, G. L. (1987). The effect of quality control revisions on mixed standard scale rating errors. Personnel Psychology, 40, 815-823.

AKS: This article reports research on error statistics that can be generated using the Mixed Standard Scale (MSS) evaluation format.

Kywd: mixed standard scale, rating errors, quality control.

Pulakos, E. D., Schmitt, N., & Ostroff, C. (1986). A warning about the use of standard deviation across dimensions within ratees to measure halo. Journal of Applied Psychology, 71, 29-32.

AKS: The use of an average standard deviation across rating dimensions within ratees as a measure of halo is criticized for those cases in which the average of the ratings computed within raters on each dimension is not equal. Standardizing the data for each rater separately within each dimension prior to computing standard deviations across the dimensions corrects this problem.

Kywd: standard deviation, rating dimensions, halo.

Pulakos, E. D., White, L. A., Oppler, S. H., & Borman, W. C. (1989). Examination of race and sex effects on performance ratings. Journal of Applied Psychology, 74, 770-780.

AKS: A study examined the effects of rater source, rater and ratee race, rater and ratee sex, and job type on ratings collected for 8,642 first-term US Army enlisted personnel.

Kywd: race effects, sex effects, job type, bias.

Rush, M. C., Beauvais, L. L. (1981). A critical analysis of format induced vs. subject imposed bias in leadership ratings. Journal of Applied Psychology, 66, 722-727.

AKS: The present study critically reexamines the performance cue effect in leadership ratings by comparing leadership ratings from subjects (n=40) encouraged to respond to only Leader Behavior Description Questionnaire items that they felt could be confidently and accurately rated with complete ratings of the same behavior provided by another sample (n=40).

Kywd: performance cue effect, leadership ratings, bias.

Rush, M. C., Phillips, J. L., & Lord, R. G. (1981). Effects of temporal delay in rating on leader behavior. Journal of Applied Psychology, 66, 442-450.

AKS: This study investigated the effect of a temporal delay in rating on leader behavior descriptions and perceptions of leadership.

Kywd: temporal delay in rating, memory accuracy, leader behavior descriptions, cognitive simplification.

Sackett, P. R. (1987). Assessment center and content validity: Some neglected issues. Personnel Psychology, 40, 13-25.

AKS: Literature on the use of content validity to establish the job-relatedness of assessment centers is reviewed.

Kywd: content validity, assessment centers, exercise construction.

Sackett, P. R., & Dreher, G. F. (1982). Constructs and assessment dimensions: Some troubling empirical findings. Journal of Applied Psychology, 67, 401-410.

AKS: Evidence that assessment ratings accurately reflect the complex traits they purport to measure has not been provided to date. This issue is examined by means of the interrelationships among dimensional ratings between and within exercises in three assessment centers.

Kywd: assessment centers, construct validity, exercise design, assessment dimensions.

Sackett, P. R., Zedeck, S., & Fogli, L. (1988). Relations between measures of typical and maximum job performance. Journal of Applied Psychology, 73, 482-486.

AKS: In this study we proposed that understanding of interrelations among criterion measures can be improved by differentiating between measures of typical and maximum job performance.

Kywd: typical job performance, maximum job performance, interrelations, criterion measures.

Schoorman, F. D. (1988). Escalation bias in performance appraisals: An unintended consequence of supervisor participation in hiring decisions. Journal of Applied Psychology, 73, 58-62.

AKS: The hypotheses of the study were (a) that supervisors who participate in a hiring or promotion decision and agree with the eventual decision would positively bias subsequent performance appraisal ratings for that employee, and (b) that supervisors who participate in the original decision but disagree with the decision would bias subsequent performances appraisal ratings in a negative direction.

Kywd: bias, hiring, supervisors.

Smither, J. W., Barry, S. R., & Reilly, R. R. (1989). An investigation of the validity of expert true score estimates in appraisal research. Journal of Applied Psychology, 74, 143-151.

AKS: In our study, we provided expert raters with enhanced opportunities to view videotapes of five ratees under conditions of high true dimension intercorrelation or low true intercorrelation. The accuracy of expert ratings was compared with the accuracy of nonexpert ratings of the same tapes viewed under more typical rating conditions.

Kywd: expert raters, accuracy, intercorrelation.

Smither, J. W., Collins, H., & Buda, R. (1989). When ratee satisfaction influences performance evaluations: A case of illusory correlation. Journal of Applied Psychology, 74, 599-605.

AKS: Two experiments investigated whether illusory correlation may systematically bias performance evaluations when ratee satisfaction levels are known.

Kywd: illusory correlation, bias, satisfaction level.

Smither, J. W., & Reilley, R. R. (1987). True intercorrelation among job components, time delay in rating, and rater intelligence as determinants of accuracy in performance ratings. Organizational Behavior and Human Decision Processes, 40, 369-391.

AKS: The present study tests five hypotheses: accuracy will be higher when the true intercorrelation among job components is high rather than low, accuracy will be higher when ratings are made immediately after viewing behavior than when ratings are delayed, rater ability (intelligence) will be positively related to accuracy, the effect of true intercorrelation among job components on accuracy will be greater in delayed than in immediate rating conditions, and the effect of rater ability on rating accuracy will be greater when the rating task is moderately difficult.

Kywd: rater intelligence, job components, true intercorrelation, accuracy.

Sulsky, L. M., & Balzer, W. K. (1988). Meaning and measurement of performance rating accuracy: Some methodological and theoretical concerns. Journal of Applied Psychology, 73, 497-506.

AKS: We examined methodological and theoretical issues related to accuracy measures used as criteria in performance-rating research.

Kywd: rating accuracy, true scores, criterion measures.

Tsui, A. S., & Barry, B. (1986). Interpersonal affect and rating errors. Academy of Management Journal, 29, 586-599.

AKS: We analyzed ratings by three categories of raters - superiors, subordinates, and peers - and compared them on four criteria of rating errors: leniency, halo effect, range restriction, and degree of interrater agreement. We analyzed the errors as a function of raters' affect toward ratees.

Kywd: interpersonal affect, rating errors, superiors, subordinates, peers.

Vance, R. J., MacCallum, R. C., & Coovert, M. D. (1988). Construct validity of multiple job performance measures using confirmatory factor analysis. Journal of Applied Psychology, 73, 74-80.

AKS: The construct validity of job performance ratings obtained from self, supervisors, and peers was assessed relative to performance data obtained from an objective test of task proficiency.

Kywd: construct validity, self-rating, peer-rating, supervisor ratings.

Vance, R. J., Winne, P. S., & Wright, E. S. (1983). A longitudinal examination of rater and ratee effects in performance ratings. Personnel Psychology, 36, 609-620.

AKS: The consistency and loci of leniency, halo, and range restriction effects in performance ratings were investigated in a longitudinal study.

Kywd: leniency, halo, range restriction, source of variance.

Wendelken, D. J., & Inn, A. (1981). Nonperformance influences on performance evaluations: A laboratory phenomenon? Journal of Applied Psychology, 66, 149-158.

AKS: Looks at race of rater and ratee and how interacts in Detroit police department.

Kywd: performance, ratee race, rater race.

Wexley, K. N., & Pulakos, E. D. (1982). Sex effects on performance ratings in manager-subordinate dyads: A field study. Journal of Applied Psychology, 67, 433-439.

AKS: The purpose of the present field research was to evaluate Schmitt and Lappin's (1980) hypothesis that people rate those similar to themselves with more confidence, which is reflected in larger variances in performance ratings.

Kywd: sex-effects, managers, subordinates.

Williams, R. S., & Walker, J. (1985). Sex differences in performance ratings. Journal of Occupational Psychology, 58, 331.

AKS: In order to investigate the problem further, a study was made of staff appraisals in three British government departments covering not only performance ratings but also ratings of promotability and long-term potential.

Kywd: sex differences, performance ratings, promotability ratings, long-term potential ratings.

XIII. Cognitive/Individual Difference Considerations

Bateman, J. S., Ferris, G. R., & Strasser, S. (1984). The 'why' behind individual work performance. Management Review, 73, 69-72.

AKS: Accurate identification of the reasons behind an employee's performance on the job is fundamental to good supervision and more effective decision making in performance - improvement strategies.

Kywd: causal attributions, attributional style, legal considerations, minimizing bias.

Benedict, M. E., & Levine, E. L. (1988). Delay and distortion: Tacit influences on performance appraisal effectiveness. Journal of Applied Psychology, 73, 507-514.

AKS: A laboratory study of performance appraisal delay and distortion (a) investigated the effects of rater gender, performance level, and feedback requirement, and (b) defined feedback delay as the separate components of appraisal delay and feedback session scheduling delay.

Kywd: delay, distortion, gender, feedback, performance level.

Bernardin, H. J., Cardy, R. L., & Carlyle, J. J. (1982). Cognitive complexity and appraisal effectiveness: Back to the drawing board? Journal of Applied Psychology, 67, 151-160.

AKS: Test Schneier's theory that cognitively complex raters are better at and prefer using more complex rating scales such as behaviorally anchored rating scales.

Kywd: cognitive complexity, rating scale, halo error.

Borman, W. (1987). Personal constructs, performance schemata, and "folk theories" of subordinate effectiveness: Explorations in an Army officer sample. Organizational Behavior and Human Decision Processes, 40, 307-322.

AKS: Employed personal construct theory (Kelly) to explore the content of categories or schemata that may be used in making work performance judgments.

Kywd: personal construct theory, schemata, work constructs, army officers.

Brannick, M. T., & Brannick, J. P. (1989). Nonlinear and noncompensatory processes in performance evaluation. Organizational Behavior and Human Decision Processes, 44, 97-122.

AKS: Two performance evaluation studies using the policy-capturing ("paper people") paradigm are discussed.

Kywd: policy capturing, nonlinear judgment strategies, noncompensatory, judgment strategies.

Butterfield, D. A., & Powell, G. N. (1981). Effect of group performance, leader sex, and rater sex on ratings of leader behavior. Organizational Behavior & Human Decision Processes, 69, 589-594.

AKS: This study simultaneously examined the effects of performance, sex of leader, and sex of subject on ratings of leader behavior while controlling for leadership style.

Kywd: sex, leader behavior, group performance.

Cardy, R. L., & Kehoe, J. F. (1984). Rater selective attention ability and appraisal effectiveness: The effect of a cognitive style on the accuracy of differentiation among ratees. Journal of Applied Psychology, 69, 589-594.

AKS: This research attempts to understand further the influence of information processing characteristics of raters on the appraisal process.

Kywd: information processing, selective attention ability, accuracy.

Czajka, J. M., & DeNisi, A. S. (1988). Effects of emotional disability and clear performance standards on performance ratings. Academy of Management Journal, 31, 394-404.

AKS: The present study focused on nonperformance characteristics of ratees that affect ratings. Specifically, this study focused on an emotional disability, severe depression.

Kywd: ratee disability, depression, bias.

Collons, R. (1983). The influence of leadership style. Best's Review, 83(10), 100.

AKS: This article shows how leadership style affects performance evaluations and offers a solution to the problem.

Kywd: leadership style, objective performance evaluation, work groups.

Cooper, W. H. (1983). Internal homogeneity, descriptiveness, and halo: Resurrecting some answers and questions about the structure of job performance rating categories. Personnel Psychology, 36, 489-502.

AKS: A pair of studies are reported that assess the effects of two rating category attributes on the halo observed in job performance ratings.

Kywd: halo, performance ratings, rating category attributes, internal homogeneity.

DeNisi, A. S., Robbins, T., & Caffrey, T. P. (1989). Organization of information used for performance appraisals: Role of diary-keeping. Journal of Applied Psychology, 74, 124-129.

AKS: A laboratory study was designed to test a series of hypothesis concerning diary-keeping derived from a social cognitive view of the performance appraisal process.

Kywd: diary-keeping, performance information, social-cognitive view.

Dobbins, G. H., Cardy, R. L., & Truxillo, D. M. (1988). The effects of purpose of appraisal and individual differences in stereotypes of women on sex differences in performance ratings: A laboratory and field study. Journal of Applied Psychology, 73, 551-558.

AKS: We investigated the effects of purpose of appraisal and individual differences in stereotypes of women on the evaluations of male and female ratees in two studies.

Kywd: appraisal purpose, stereotypes, individual differences.

Drazin, R., & Auster, E. R. (1987). Wage differences between men and women: Performance appraisal ratings versus salary allocation as the locus of bias. Human Resource Management, 26, 157-168.

AKS: Since performance ratings do not vary significantly by sex, the salary allocation process, not the performance appraisal process, may be the source of bias that creates wage differentials between men and women.

Kywd: gender, wage differentials, performance based pay.

Dubinsky, A. J., Skinner, S. J., & Whittler, T. E. (1989). Evaluating sales personnel: An attribution theory perspective. Journal of Personal Selling and Sales Management, 9(1), 9-21.

AKS: The efficacy of attribution theory for understanding how sales managers evaluate sales personnel was examined.

Kywd: salespeople, attribution theory, work history, organizational behavior.

Fedor, D. B., & Rowland, K. M. (1989). Investigating supervisor attributions of subordinate performance. Journal of Management, 15, 405-416.

AKS: A field study was carried out to investigate the impact of factors relating to supervisor-subordinate affective relationship and work relationship, supervisor job tenure, and subordinate performance level on supervisor attributions of subordinate performance.

Kywd: affective relationship, job tenure, attributions, supervisors, subordinates, performance level.

Foti, R. J., & Lord, R. G. (1987). Prototypes and scripts: The effects of alternative methods of processing information on rating accuracy. Organizational Behavior and Human Decision Processes, 39, 318-340.

AKS: The relation between two different types of schematic processing and memory for events or leader behavior were investigated in a sample of 120 student observers who viewed the videotaped interaction of a five-person board meeting.

Kywd: schematic processing, memory, leader behavior.

Fulk, J., Brief, A. P., & Barr, S. H. (1985). Trust-in-supervisory and perceived fairness and accuracy of performance evaluations. Journal of Business Research, 13, 301-315.

AKS: A five-variable model of the correlates of subordinate perceptions of the fairness and accuracy of their performance evaluations was cross-validated. A three variable model consisting of two correlates (supervisor's knowledge of subordinate performance and development of action plans related to performance weaknesses) in combination with a measure of the psychological context (trust-in-supervisor) explained a large proportion of the variance in fairness perceptions of engineers.

Kywd: perceived fairness, perceived accuracy, subordinates, trust-in-supervisor.

Griffeth, R. W., & Bedeian, A. G. (1989). Employee performance evaluations: Effects of ratee age, rater age, and ratee gender. Journal of Organizational Behavior, 10, 83-90.

AKS: A study was undertaken to investigate the effects attributable to 2 nontask factors - gender and age - acting both as main effects and in interaction on employee performance ratings.

Kywd: age, gender, performance ratings.

Grigsby, D. W., & Leap, J. L. (1982). Impact of risk-taking attitudes on performance appraisals. Psychological Reports, 51, 1139-1147.

AKS: This simulation-based study was done to determine whether the attitudes of raters and ratees toward risk affect appraisals of performance.

Kywd: risk, attitudes, congruency.

Guzzo, R. A., Wagner, D. B., Maguire, E., Herr, B., & Hawley, C. S. (1986). Implicit theories and the evaluation of group process and performance. Organizational Behavior & Human Decision Processes, 37, 279-295.

AKS: Two experiments reported here found that (1) implicit theories and negative but not positive information affected people's reports and (2) the operation of implicit theories was unrelated to retrieval processes in memory for facts about an observed group.

Kywd: implicit theories, group process, group performance.

Hogan, E. A. (1987). Effects of prior expectations on performance ratings: A longitudinal study. Academy of Management Journal, 30, 354-368.

AKS: Several theories predict that supervisors' expectations about subordinates' performance may bias their subsequent evaluations of those subordinates. These findings suggest that certain affective components of appraisal may be important for understanding bias.

Kywd: theories, supervisor expectations, bias.

Hollenbeck, J. R., & Brief, A. P. (1987). The effects of individual differences and goal origin on goal setting and performance. Organizational Behavior & Human Decision Processes, 40, 392-414.

AKS: The purpose of this study is to clarify the roles played by individual differences and goal origin in the goal setting process.

Kywd: individual differences, goal setting process, goal origin.

Huber, V. L., Neale, M. A., & Northcraft, G. B. (1987). Judgment by heuristics: Effects of ratee and rater characteristics and performance standards on performance-related judgments. Organizational Behavior and Human Decision Processes, 40, 149-169.

AKS: This study explored the effects of performance standards and rater and ratee characteristics on performance, compensation, training, and promotion judgments of 229 managers.

Kywd: performance standards, rater characteristics, ratee characteristics.

Huber, V. L., Podsakoff, P. M., & Todor, W. D. (1986). An investigation of biasing factors in the attributions of subordinates and their supervisors. Journal of Business Research, 14, 83-98.

AKS: To determine if actor-observer differences occur among organizational members, the attributions by 593 subordinates and their supervisors in two organizations were compared.

Kywd: attributions, bias, causal items, motivation.

James, L. R., & White, J. F., III. (1983). Cross-situational specificity in managers' perceptions of subordinate performance, attributions, and leader behaviors. Personnel Psychology, 36, 809-856.

AKS: Managers' perceptions of subordinates' performance, causes (attributions) of subordinates' performance, and the leader behaviors they employed toward subordinates were examined from the standpoint of cross-situational consistency versus cross-situational specificity.

Kywd: cross-situational specificity, perceptions, managers, subordinate performance.

Jolly, J. P., Reynolds, T. J., & Slocum, J. W., Jr. (1988). Application of the means-end theoretic for understanding the cognitive bases of performance appraisal. Organizational Behavior & Human Decision Processes, 41, 153-179.

AKS: Applicability of means-end theory to the area of performance appraisal was tested in a sample of 22 nurse supervisors.

Kywd: means-end theory, cognitive map, personal values.

Lyness, K. S., & Cornelius, E. T., III. (1982). A comparison of holistic and decomposed judgment strategies in a performance rating simulation. Organizational Behavior and Human Decision Processes, 29, 21-38.

AKS: This study compared three judgment strategies used to determine composite performance ratings, based on information varied along three, six, or nine dimensions, in a factorial design.

Kywd: judgment strategies, performance ratings, performance dimensions.

Knight, P. A., & Saal, F. E. (1984). Effects of gender differences and selection agent expertise on leader influence and performance evaluations. Organizational Behavior and Human Decision Processes, 34, 225-243.

AKS: Leaders selected by experts were given higher expertise ratings than those selected by nonexperts, as were leaders working on masculine as opposed to feminine tasks.

Kywd: leaders, masculine task, feminine task.

Kozlowski, S. W. J., & Kirsch, M. P. (1987). The systematic distortion hypothesis, halo, and accuracy: An individual level analysis. Journal of Applied Psychology, 72, 257-261.

AKS: Recent research that has explored the effects of conceptual similarity schemata on performance ratings and halo error has provided some limited support for this systematic distortion hypothesis (SDH). However, these studies are limited to group-level analyses. The present study investigated the phenomena at the individual level.

Kywd's: systematic distortion hypothesis, halo, individual level judgment.

Kozlowski, S. W. J., Kirsch, M. P., & Chao, G. T. (1986). Job knowledge, rate familiarity, conceptual similarity, and halo error: An exploration. Journal of Applied Psychology, 71, 45-49.

AKS: This study employed baseball players as target ratees to examine the effects of job and ratee knowledge on the relations of raters' conceptual similarity schemata with rating and true score covariance.

Kywd's: conceptual similarity, halo, job knowledge.

Krzystofiak, F., Cardy, R., & Newman, J. (1988). Implicit personality and performance appraisals: The influence of trait inferences on evaluations of behavior. Journal of Applied Psychology, 73, 515-521.

AKS: The present study is an attempt to investigate the operation of schematic processes in the form of implicit personality theories related to performance judgments.

Kywd's: implicit personality theory, trait ratings, cognitive processes.

Larson, J. R. (1985). Role of memory in the performance evaluation process: With special reference to diary keeping. Psychological Reports, 57, 775-782.

AKS: This study examined the relationship between raters' ability to remember specific information about ratee behavior and the accuracy of their performance-evaluation ratings.

Kywd's: memory, performance evaluation, accuracy.

Larson, J. R., Lingle, J. H., & Scerbo, M. M. (1984). The impact of performance cues on leader-behavior ratings: The role of selective information availability and probabilistic response bias. Organizational Behavior and Human Performance, 33, 323-349.

AKS: Previous research has demonstrated that perf. cues can significantly influence rater's responses on leader-behavior rating questionnaires. The present study tries to explore the cognitive mechanisms that mediate this influence.

Kywd: performance cues, leader-behavior ratings, cognitive mechanisms, probabilistic response bias.

Lawrence, B. S. (1988). New wrinkles in the theory of age: Demography, norms, and performance ratings. Academy of Management Journal, 31, 309-337.

AKS: This article proposes an explanation for socially generated age effects and presents an exploratory study that used data from an electric utility.

Kywd: demographic age groups, normative age groups, employee behavior.

Lord, R. G. (1985). Accuracy in behavioral measurement: An alternative definition based on raters' cognitive schema and signal detection theory. Journal of Applied Psychology, 70, 66-71.

AKS: This article argues that lack of progress in improving behavioral measurement is, in part, attributable to inadequate definitions of accuracy.

Kywd: accuracy, definitions, signal detection theory, cognitive processes.

McEvoy, G. M., & Cascio, W. F. (1989). Cumulative evidence of the relationship between employee age and job performance. Journal of Applied Psychology, 74, 11-17.

AKS: On the basis of a review 22 years of articles published in 46 behavioral science journals, we found a total of 96 independent studies that reported age-performance correlations. Meta-analysis procedures revealed that age and job performance generally were unrelated.

Kywd: meta-analysis, age, job performance.

McIntyre, R. M., Smith, D. E., & Hassett, C. W. (1984). Accuracy of performance ratings as affected by rater training and perceived purpose of rating. Journal of Applied Psychology, 69, 147-156.

AKS: This study investigated the effects of perceived purpose for rating and training type on the following dependent variables: accuracy (measured in two ways), leniency/ severity, and illusory halo.

Kywd: rating purpose, training, accuracy.

Mount, M. K. (1983). Comparisons of managerial and employee satisfaction with a performance appraisal system. Personnel Psychology, 36, 99-110.

AKS: Questionnaires were administered to managers and employees in a large multinational corporation to assess satisfaction with various aspects of a performance appraisal system.

Kywd: satisfaction, managers, employees, differences.

Mount, M. K., & Thompson, D. E. (1987). Cognitive categorization and quality of performance ratings. Journal of Applied Psychology, 72, 240-246.

AKS: The effects of cognitive categorization of raters on accuracy, leniency, and halo of performance evaluations were investigated in a field setting.

Kywd: cognitive categorization, congruency, accuracy, halo, leniency.

Murphy, K. R., Balzer, W. K., Lockhart, M. C., & Eisenman, E. J. (1985). Effects of previous performance on evaluations of present performance. Journal of Applied Psychology, 70, 72-84.

AKS: Research in social cognition, decision making, and human perception suggests that a ratee's previous levels of performance in a job or task will affect the perception and evaluation of his or her present performance. In order to determine the effects of previous performance on evaluations of present performance, two experiments were conducted.

Kywd: previous performance, present performance, contrast hypothesis, assimilation hypothesis.

Murphy, K. R., Gannett, B. A., Herr, B. M., & Chen, J. A. (1986). Effects of subsequent performance on evaluations of previous performance. Journal of Applied Psychology, 71, 427-431.

AKS: It was hypothesized that subsequent performance levels would bias the recall and evaluations of ratee's previous level of performance.

Kywd: previous performance, subsequent performance, bias.

Murphy, K. R., Philbin, T. A., & Adams, S. R. (1989). Effect of purpose of observation on accuracy of immediate and delayed performance ratings. Organizational Behavior and Human Decision Processes, 44, 336-354.

AKS: Cognitive research suggests that a rater's purpose for observing ratee behavior will affect the accuracy of both immediate and memory-based performance ratings.

Kywd: behavioral observation, delayed ratings, accuracy, immediate ratings.

Napier, N. K., & Latham, G. P. (1986). Outcome expectancies of people who conduct performance appraisals. Personnel Psychology, 39, 827-838.

AKS: Outcome expectancies of people who conduct performance appraisals were identified in two disparate industries, newsprint and banking, using two methodologies: interviewing and administering a questionnaire.

Kywd: outcome expectancies, appraisers, consequences of conducting appraisals.

Nathan, B. R., & Alexander, R. A. (1985). The role of inferential accuracy in performance rating. Academy of Management Review, 10, 109-115.

AKS: The presence of shared implicit theories of performance is used in explaining the failure of behavioral anchors to improve performance ratings.

Kywd: shared implicit theory, behavioral anchors, accuracy, cognitive processes.

Nathan, B. R., & Lord, R. G. (1983). Cognitive categorization and dimensional schemata: A process approach to the study of halo in performance rating. Journal of Applied Psychology, 68, 102-114.

AKS: This study compares two models of the cognitive processes underlying performance ratings: a traditional model outlined by Borman (1978), in which observed behaviors are integrated into dimensional schemata; and a cognitive categorization model proposed by Feldman (1981), in which observations are integrated into global categories of performance and category prototypes are relied on to make ratings.

Kywd: cognitive categorization, halo, dimensional schemata.

Peters, L. H., Fisher, C. D., & O'Connor, E. J. (1982). The moderating effect of situational control of performance variance on the relationship between individual differences and performance. Personnel Psychology, 35, 609-622.

AKS: The present study investigated the existence of a moderating effect for situational control of performance variance on the relationship between individual differences and performance.

Kywd: moderating variable, situational control, individual differences, performance.

Phillips, J. S. (1984). The accuracy of leadership ratings: A cognitive categorization process. Organizational Behavior and Human Performance, 33, 125-138.

AKS: Effect of cognitive leadership labels, item type and temporal delays on the descriptive accuracy of leadership ratings was examined in a sample of subjects who observed videotapes of interactions.

Kywd: leadership ratings, cognitive labels, accuracy.

Potter, E. H., III, & Fiedler, F. E. (1981). The utilization of staff member intelligence and experience under high and low stress. Academy of Management Journal, 24, 361-376.

AKS: An investigation on determinants of effective staffwork showed that stress in the relationship between the staff officer and the superior constitutes an important moderator variable.

Kywd: stress, performance, intelligence.

Russell, C. (1985). Individual decision process in assessment center. Journal of Applied Psychology, 70, 737-746.

AKS: The argument is made that understanding assessor judgments is necessary before it can be determined why assessment centers consistently demonstrate predictive validity.

Kywd: assessment center, predictive validity, assessor judgments.

Sauser, W. I., & Pond, S. B., III. (1981). Effects of rater training and participation on cognitive complexity: An exploration of Schneir's cognitive reinterpretation. Personnel Psychology, 34, 563-578.

AKS: Schneier (1977) proposed that rater cognitive complexity interacts with format to affect the psychometric soundness of ratings. He also speculated that cognitive complexity may be enhanced by having raters participate in training and/or scale construction programs. This study was designed to test these latter hypotheses, while also providing a partial replication of Schneier's original research.

Kywd: cognitive complexity, rater training, scale construction.

Schmitt, N., Noe, R. A., & Gottschalk, R. (1986). Using the lens model to magnify raters' consistency, matching, and shared bias. Academy of Management Journal, 29, 130-139.

AKS: A methodology based on the lens model allows analysis of (1) the degree to which raters adopt similar strategies of combining information, or matching; and (2) the degree to which their agreement is a function of job-relevant considerations or a function of shared biases.

Kywd: lens model, rater consistency, rater matching, shared bias.

Scudder, J. N., & Guinan, P. J. (1989). Communication competencies as discriminators of supervisors' ratings of employee performance. Journal of Business Communication, 26, 217-229.

AKS: The role of communication competencies in the appraisal process by which superiors make overall judgments about the performance of subordinates is examined.

Kywd: communication competencies, judgments, performance ratings.

Shore, L. M., & Thorton, G. C. (1986). Effects of gender on self- and supervisory ratings. Academy of Management Journal, 29, 115-129.

AKS: This research investigated the effects of supervisors' and subordinates' genders on self- and supervisory ratings in an organizational setting.

Kywd: gender, self-ratings, supervisory ratings, subordinates.

Silverman, W. H., Dalessio, A., Woods, S. B., & Johnson, R. L. (1986). Influence of assessment center methods on assessors' ratings. Personnel Psychology, 39, 565-578.

AKS: The purpose of the present study was to examine how assessment center methods affect the way assessors organize and process assessment center information and affect the ratings they make.

Kywd: assessment center, cognitive processes, ratings.

Smither, J. W., & Reilly, R. R. (1989). Relationship between job knowledge and the reliability of conceptual similarity schemata. Journal of Applied Psychology, 74, 530-534.

AKS: Several investigators have argued that raters frequently rely on the conceptual similarity among performance dimension labels to guide the pattern of their performance ratings. Recent studies have employed individual-level conceptual similarity (CS) judgments to examine this systematic distortion hypothesis and related performance rating issues.

Kywd: conceptual similarity, systematic distortion hypothesis, performance ratings, reliability.

Smither, J. W., Reilly, R. R., & Buda, R. (1988). Effect of prior performance information on ratings of present performance: Contrast versus assimilation revisited. Journal of Applied Psychology, 73, 487-496.

AKS: The present research examined the effects of knowledge of a ratee's prior performance on evaluations of present performance.

Kywd: prior performance, present performance, contrast effect, assimilation effect.

Srinivas, S., & Motowidlo, S. J. (1987). Effects of raters' stress on the dispersion and favorability of performance rating. Journal of Applied Psychology, 72, 247-251.

AKS: Investigation tested the effects of raters' stress on the favorability and dispersion of performance ratings.

Kywd: stress, performance ratings, dispersion, favorability.

Steiner, D. D., & Rain, J. S. (1989). Immediate and delayed primacy and recency effects in performance evaluation. Journal of Applied Psychology, 74, 136-142.

AKS: Serial position of a single poor or good performance was manipulated in a series of average performances to analyze its effect in performance ratings.

Kywd: primacy effects, performance evaluation, recency effects.

Surber, C. F. (1984). Issues in using quantitative rating scales in developmental research. Psychological Bulletin, 95, 226-246.

AKS: Theoretical and practical issues in the use of quantitative judgments in development research are reviewed.

Kywd: judgments, developmental change, rating scales.

Teel, K. S., & DuBois, H. (1983). Participant's reactions to assessment centers. Personnel Administrator, 28, 85-96.

AKS: By studying the reactions of those who had gone through assessment centers, the author found several ways in which the concept can be improved.

Kywd: assessment centers, reactions, improvements.

APPENDIX

Performance Appraisal Bibliography - Journal Classification

Academic Journals:

Academy of Management Journal
 Academy of Management Review
 Administrative Science Quarterly
 Aging and Work
 American Psychologist
 Annual Review of Psychology
 Bulletin of the British Psychological Society
 California Management Review
 Canadian Journal of Administrative Sciences
 Contemporary Psychology
 Decision Sciences
 Employee Relations Law Journal
 Employee Responsibilities and Rights Journal
 Ergonomics
 Gerontologist
 Human Factors
 Human Relations
 Industrial and Labor Relations Review
 Industrial Engineering
 International Journal of Public Administration
 Industrial Relations
 International Review of Applied Psychology
 Journal of the Academy of Marketing Science
 Journal of Accounting Research

Practitioner Journals:

Academy of Management Executive
 Administration in Social Work
 Advanced Management Journal
 American Journal of Medical Technology
 Best's Review
 Bureaucrat
 Business
 Business Communication Review
 Business Credit
 Business Horizons
 Canadien Manager
 College and Research Libraries
 Employment Relations Today
 Group & Organization Studies
 Harvard Business Review
 Health Care Management Review
 Health Care Supervisor
 Hospital and Health Service Administrator
 Human Resource Executive
 Human Resource Management
 Human Resource Planning
 Industrial Management
 Internal Auditor

Academic Journals:

Journal of Applied Behavioral Science

Journal of Applied Psychology

Journal of Business and Psychology

Journal of Business Communication

Journal of Business Ethics

Journal of Educational Psychology

Journal of Experimental Psychology:

Human Perception and Performance

Journal of General Management

Journal of Human Performance

Journal of Industrial Psychology

Journal of Labor Research

Journal of Management

Journal of Management Studies

Journal of Military Psychology

Journal of Nursing Administration

Journal of Occupational Behavior

Journal of Occupational Psychology

Journal of Organizational Behavior

Journal of Vocational Behavior

Organizational Behavior and Human Performance

(name of the above journal was changed to that below in 1985)

Organizational Behavior and Human Decision Processes

Organizational Dynamics

Personnel Psychology

Practitioner Journals:

Journal of Assessment Center Technology

Journal of Business Research

Journal of College Studies

Journal of Personal Selling and Sales Management

Journal of Systems Management

Management

Management Records

Management Review

Management Today

Management World

Manufacturing Systems

Pension World

Personnel

Personel Administrator

Personnel Journal

Personnel Review

Professional Safety

Public Administration Quarterly

Public Administration Review

Public Finance and Accountancy

Public Personnel Management

Quality Progress

Research Management

Research-Technology Management

Review of Public Personnel Administration

Sales and Market Management**Academic Journals:**

Professional Psychology

Psychological Bulletin

Psychological Reports

Quarterly Journal of Speech

Relations Industrielles

Rehabilitation Psychology

Research and Development Management

Work and Occupations

Practitioners Journals:

Security Management

Sloan Management Review

Small Business Report

Supervision

Supervisory Management

Training and Development Journal

Worklife