

The Truth and Consequence on Unjust Performance Evaluation

Jake M. Laguador

Lyceum of the Philippines University, Capitol Site, Batangas City, Philippines 4200

***Corresponding Author:**

Jake M. Laguador

Email: jakelaguador@gmail.com

Abstract: This short communication emphasizes the truth and consequence of having a perception-based evaluation result that may somehow being affected by subjective information and intuition. It aims to present the four possibilities that would happen in the result of evaluation based on how the evaluators perceive someone else's performance. The employees who have exerted much effort to excel in a certain component in the evaluation and unexpectedly received lower performance rating would have higher probability to express grievances. The two types of complainants were also derived from the consequence which is asserting type and assuming type. It is a challenge for every organization to come up with an evaluation instrument that would measure true performance from employees' intangible or tangible outputs as evidence of their accomplishments. The organizations must also ensure that their performance evaluation may also motivate employees to contribute in the attainment of company's vision and mission.

Keywords: Performance Evaluation, Employee, Organization, Goals, Accomplishments

INTRODUCTION

Performance evaluation has always been part of the organizational system to identify the areas for improvement. Organizations perform evaluations in order to demonstrate their trustworthiness to the outside world and in order to produce information for use by management [1]. It provides baseline information to ensure quality and conformity of performance to targets and standards with the end view of measuring the actual status of business operations within the normal process. Employee performance is the process through which managers ensure that employees' activities and outputs contribute to the organisational goals [2]. As Johnson et al. [3] stated that "scholars now view evaluations as having intangible influence on individuals, programs, and communities." The support of private provider reflects several considerations that include longer range goals, interests and recognition that ultimate success will be determined by ongoing evaluation of performance and outcomes [4].

The characteristics of the tools being used to measure performance is important consideration to get reliable results which should always serve its purpose with clarity and objectivity. But what if the instrument used to gauge someone's performance is said to be unsound and has the potential to provide bias results from the evaluators that would lead to grievances among the employees.

In the case of one organization, a five-point Likert scale with descriptors on each level is being used to assess one important area of performance. This is just the only basis being considered by the evaluator to make an assessment rating in the area which is comprised of 15% of the total evaluation. One statement could not speak to the overall performance of the employees where five (5) being the highest will be given to employees who have reached one accomplishment which deemed to be the highest in that specific area of evaluation without considering small significant activities which sometimes being neglected to carry out by the employees due to its low equivalent in the evaluation using the Likert scale.

The problem exists when the evaluators have just observed the employees who have given high contribution to the vision of the organization but they do not notice anymore the significant others who have made also their part more than the contribution of those with only one renown accomplishment. Their accomplishments have not recognized due to its being not so famous yet important small building blocks of large picture of the organization.

The manner of giving points in the evaluation is also sometimes problematic because not all activities which will serve supposedly as bases for evaluation were not reported and submitted to the evaluators and most of the times, these small accomplishments of people within their departments are already beyond

their notice and awareness. It is a good practice if they will browse the submitted reports and documents in the office just to provide fair assessment but sometimes it is not being done due to hectic schedule and with the large number of people to be assessed. Therefore, they would just rely on their intuition and recollection of what happened to their people for the past several months if their memory will serve them correctly. The result of this assessment will be added to the other components of the performance evaluation and the final score will serve as the basis for the selection of company awards and other promotions and reclassifications. Some employees are doing their best to be recognized and awarded, but if the tool used to measure their performance will not merit accurately their efforts, it would somehow result to mix emotions.

OBJECTIVE

The objective of this short communication is to present the four possibilities that would happen in the result of evaluation based on how the evaluators perceive someone else’s performance.

DISCUSSION

Table 1 shows the level of evaluation results based on the existing instrument of the organization using Likert Scale when compared to the actual performance based on the self-assessment of individual employee. When considering the equality and fairness of subjective evaluation, Figure 1 illustrates when the Bias comes out.

‘Do I deserve to receive this rating?’ is the first question that will come out in the mind of an employee. Those employees who have exerted little amount of effort in a certain area of assessment and

who also received low performance rating, it can be considered fair as well as those who have received high rating with high level of actual performance based on their self- assessment.

The bias comes out in the picture when someone has given high performance rating by his superior but he has just exerted less effort and when one employee has given low performance rating but he has contributed much to the accomplishment of their goals would result to a very big bias in the part of the employee in which the organization humiliates silently and unconsciously the individuality of the employee.

This is the consequence, complain in the evaluation can be heard from those who thought they performed high but they have received low performance rating. Most employees would not anymore complain if they received high performance rating despite of their less contribution to the organization’s overall performance.

Two types of complainants can be derived from the consequence, the asserting type and assuming type. Complainants who are asserting type state their belief confidently based on facts and details of evidence where they know with assurance of their true high performance while those assuming type state their belief compellingly based on possibilities that they should get higher level in the evaluation but they were assessed lower than their expectation; but they know the truth on their performance that they deserved what they have received. They speak out their complaints just to cover up their incompetence or inability to show their full potential.

Table-1: Combination of Actual Performance and Evaluation Results

		Actual Performance	
		Low	High
Evaluation Result	High	Performed low with high performance evaluation	Performed high with high performance evaluation
	Low	Performed low with low performance evaluation	Performed high with low performance evaluation

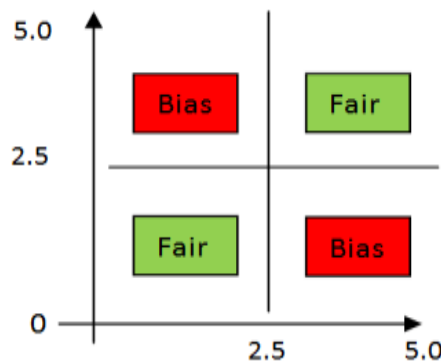


Fig-1: The Quadrant of Fair and Unfair Subjective Evaluation

CONCLUSION

It is a challenge for human resource department of every organization to eliminate perception-based and provide a performance – based evaluation tool that will measure true accomplishments, outcomes and achievements of each employee no matter how small or big it is, but there will a provision of summing up these little things, it could also make a noteworthy effort among the employees to give them right direction on what to assess that will serve as the basis on what to produce as needed most by the organization. Mittal et al. [2] emphasized that “a performance management system should aim at achieving employee behaviour and attitude that support the organisation’s strategy, goals, and culture”.

Every evaluation or assessment tool intended for utilization within the organization must provide reliable and accurate results which is free from questions and complaints. It must be objectively done based on actual records and performance to ensure impartiality. A broader concern from the employees’ standpoint revolves around the organization’s ability to develop a balanced set of performance measures that reflect service delivery processes and outcomes [5].

Some of the employees may not speak out their complaints, but the consequence is, they may now be demotivated to excel in certain area of evaluation. The organizations must always ensure that they serve complete satisfaction among employees to get their full support towards the achievement of their personal objectives anchored to the corporate goal [6].

This is now the responsibility of the organization to ask yourself if you are using a performance evaluation instrument that really measures the capability and true accomplishments of your people and if it really encourages and motivates real performance from the full potential and talents of the workforce.

REFERENCES

1. Hansson F; Organizational use of evaluations governance and control in research evaluation. *Evaluation*, 2006; 12(2): 159-178.
2. Mittal KC, Goel AK, Mohindru P; Performance Evaluation of Employees using Analytical Hierarchical Process: A Case Study of Indian IT Industry. *Asia Pacific Business Review*, 2009; 5(4):119-127.
3. Johnson K, Greenseid, LO, Toal SA, King JA, Lawrenz F, Volkov B; Research on Evaluation Use A Review of the Empirical Literature From 1986 to 2005. *American Journal of Evaluation*, 2009; 30(3): 377-410.
4. Blomberg TG, Waldo GP; Evaluation research, policy, and politics. *Evaluation review*, 2002; 26(3): 340-351.
5. Riccucci, Norma M, Irene Lurie; Employee performance evaluation in social welfare offices. *Review of Public Personnel Administration*, 2001; 21(1): 27-37.
6. Laguador JM, Agena EM; Time Management and Teaching Performance among Maritime and Engineering Faculty Members: Basis for an Intervention Plan. *International Journal of Academic Research in Progressive Education and Development*, 2013; 2(3) 42-61.