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The employee's lower rating in all other areas of work. Sometimes it happens when they do not have a close relationship and manager does not like the employee. Solution: It is same as in the halo effect. Training raters to recognize the problem and differentiating the person with the performance they receive. Contrast Problem: The tendency to rate applicants based on their initial and final ratings. In such cases, the first impression or last impression may bias the overall evaluation. Solution: To avoid contrast problem, managers must evaluate each candidate independently without being influenced by previous impressions. If a candidate has been rated highly previously, he/she will rate higher. Solution: The rater should reflect the task requirement performance, not according to other people attitude. Similar-to-me Problem: Sometimes, raters are influenced by some of the characteristics that they personally show. Depending if those characteristics are similar or different to the evaluators, they would be evaluated differently. Example: A manager with higher education degree might give subordinates with higher education degree a higher appraisal than those with only bachelor's degrees. Solution: Try to focus on the performance the employee is doing regardless the common characteristic that you have Sampling Problem: When the rater evaluates the performance of an employee relying only on a small percentage of the amount of work done. Example: An employee has to do 100 reports. Then, the manager takes five of them to check how his work been done, and the manager finds mistakes in those five reports. Therefore the manager will appraise the work of the employee as a "poor" one, without having into account the other 95 reports that the manager has not seen, that have been made correctly. Solution: To follow the entire track of the performance, not just a little part of it. It is difficult to minimize rater errors, since humans are not objective. Moreover, sometimes, managers are not aware of having preferences towards people, but there are tools to have more objective information, such as using available technology to track performances and record it.

Consultant Marcus Buckingham and executive Ashley Goodall, reporting on a large-scale Deloitte performance management survey on Harvard Business Review, said, contrary to the assumptions underlying performance rating, the rating mainly measured the unique rating tendencies of the raters rather than the actual performance of employees. Their research also found that most managers had no idea what they were actually measuring. They concluded that organizations need to move away from subjective performance snapshots" that focus on what they would do with each team member rather than what they think of that individual, and yearly appraisals of past performance are replaced by weekly check-ins among team leader and team member, preferably initiated by the team member, that focus on current and upcoming work.[121] Behavioral risk management Employee motivation Employment integrity testing Employment law Human resource development Human resource management Industrial and organizational psychology Industrial sociology Job analysis Job satisfaction Organizational commitment Organizational socialization Performance paradox Performance rating (work measurement) Personnel psychology Personnel selection Quality of working life Realistic job preview Systems psychology Work motivation

Often also called employee performance appraisal or employee performance review

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