

**REVIEW ARTICLE**

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Enhancing Fairness in Performance Appraisals: A Conceptual Framework Through a Systematic Literature Review

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Abstract

This study aims to comprehensively explore the multifaceted landscape of performance appraisals and, consequently, construct a coherent conceptual framework that augments the fairness and effectiveness of performance evaluation processes. The research design employs a meticulous, systematic literature review, drawing from 42 carefully selected articles from Scopus. This methodology facilitates in-depth analysis of diverse variables and dimensions associated with performance appraisals, particularly concerning the design of appraisal systems, the psychological elements at play, and the often-overlooked political influences. Within this intricate interplay, the study endeavors to unearth insights into the intricate mechanisms that govern the goal-setting process and the subsequent execution of performance appraisals within the dynamic public sector. Through an analytical lens, this study's findings enrich the development of a conceptual framework that transcends theoretical boundaries, finding practical resonance within the realm of performance appraisals. This framework, fortified by a holistic understanding of key dimensions and influential factors contributing to subjective bias, is a powerful instrument for unraveling and addressing fairness concerns inherent in performance appraisal practices. Ultimately, the framework presents a systematic trajectory for heightening the efficacy of performance appraisal design and execution, all underpinned by the overarching objectives of nurturing an environment of acceptable fairness.

Keywords: Performance appraisal, Biases, Fairness, Psychological Factors, Political Factors

INTRODUCTION

Performance appraisals are pivotal in assessing and elevating employee performance within organizations. Across public, private, and not-for-profit sectors, employee performance evaluation systems are vital for fostering accountability. These evaluations serve diverse functions, encompassing documentation for future personnel decisions, motivation of employees, identification of growth areas, and communication of organizational priorities



(Alston & Mujtaba, 2009; Iqbal et al., 2015). However, these objectives' multifaceted nature often leads to conflicting dynamics.

In the realm of organizational management, performance appraisals function as a cornerstone, enabling the evaluation of employee performance, identification of strengths and areas for development, and provision of constructive feedback. These assessments profoundly influence an array of organizational outcomes, including employee engagement, motivation, job satisfaction, and, ultimately, overall productivity. Acknowledging the weight of performance appraisals, researchers have embarked on diverse avenues to unravel strategies for optimizing their efficacy and augmenting their impact on both individual and organizational performance (Iqbal et al., 2015; Ikramullah et al., 2016; Kharub et al., 2023).

In alignment with Hung (2022), the perceived accuracy of an appraisal system hinges on the managerial evaluation process employed to recollect and document performance-related data. This encompasses factors like the frequency of evaluations, goal identification, and managers' grasp of employees' performance and job responsibilities (Rusu et al., 2016). To enhance the precision of performance documentation, scholars have identified strategies that managers can deploy, including maintaining regular notes on performance and organizing them systematically for easy retrieval during appraisal composition (Abdullah & Malik, 2022; Hyun et al., 2022).. Furthermore, regular evaluations and interactions between supervisors and employees can ensure mutual awareness of objectives, potentially influencing evaluation scores (Milanović et al., 2021).

Another pivotal dimension that can precipitate performance-related discrimination claims is the presence of bias in supervisor ratings, leading to perceived inaccuracies. Extensive research by (Laird & Venables, 2017) and others underscores how rater bias, linked to factors such as race/ethnicity, gender, and age, can skew ratings. Stereotype-fit models suggest biases infiltrate ratings when raters ascribe stereotypes to rates, subsequently impacting personnel decisions (Levy & Williams, 2004; Ikramullah et al., 2016). For instance, if a rater categorizes an executive as a white male, preference might lean toward promoting a white male, even if a minority candidate is more qualified. These biases align with job stereotypes and culminate in discriminatory outcomes (Levy & Williams, 2004). Alam et al. (2013) extends the stereotype-



fit model to emphasize its predominantly negative connotations, especially when applied to marginalized groups. The subjective nature of various personnel decisions, including appraisals, further fuels the potential for biases, with organizations often lacking effective safeguards to counteract such tendencies (Anwar, 2018).

The manager's perception of an employee profoundly impacts the formulation of performance objectives, pivotal for goal setting, employee growth, and organizational advancement. Understanding the intricate interplay between managerial perceptions and goal-setting propensity holds paramount importance in crafting appraisal systems that foster equitable and accurate evaluations (Kharub et al., 2023). In this context, this systematic literature review explores this relationship within the public sector, illuminating the intertwinement of managerial perceptions with performance goal planning.

Despite the growing body of research on performance appraisals, a conspicuous research gap emerges when considering their application in the public sector. The public sector environment has distinctive characteristics, including complex hierarchies, intricate bureaucracies, and heightened sensitivity to political influences (Rusu et al., 2016; Hung, 2022).

These intricacies often result in unique challenges and dynamics that can significantly impact the execution and outcomes of performance appraisals. However, compared to research in other sectors, there is a scarcity of comprehensive studies focusing on performance appraisals within the public sector (Barnett, 2012; “Practices and Challenges of Appraising Teacher’s Performance Appraisal in Government Preparatory Schools of Wolaita Zone, South Ethiopia,” 2019). Consequently, this research seeks to bridge this gap by comprehensively exploring performance appraisals within the public sector context, shedding light on the interplay of managerial perceptions, bias, and performance goal planning.

This systematic literature review aspires to enrich the corpus of knowledge about performance appraisals within the public sector. It analyzes the nexus between a manager's perception of an employee and the propensity to set performance goals. The ultimate objective lies in fostering objectivity and fairness in public sector performance evaluations, thereby amplifying organizational efficiency and employee development. The study identifies factors influencing managerial perceptions and explores potential strategies to mitigate their impact,



thereby ushering in enhanced appraisal practices. The primary research questions that will steer this inquiry include: What are the key factors influencing a manager's perception of an employee within the context of performance appraisals in the public sector? How does a manager's perception of an employee relate to establishing performance goals in the public sector? What strategies can be identified to mitigate the impact of biases and enhance the objectivity of performance appraisals in the public sector?

METHODOLOGY

A comprehensive strategy was employed to identify relevant studies for the research. The article's title was initially analyzed with a concentration on three terms associated with performance evaluation. A broad search without any keyword restrictions yielded 18,280 documents, which is a substantial number. Specific filters were applied to narrow the search and focus on the primary area of interest. The search was limited to documents published between 2000 and 2023, reducing the total number of articles to 12,449. The selection of studies was refined according to specific criteria. The only permitted topics were social sciences, business, management, and accountancy. Only English-language articles from reputable journals were considered. These criteria were developed to guarantee the quality and relevance of the articles. In addition, a minimum requirement of 3,137 citations was established to prioritize highly cited studies. Using the keywords "performance appraisal," "politics," and "subjective bias," the above-mentioned filters and criteria were applied. The result was a final selection of 175 studies that satisfied the specified criteria. In addition, an exclusion criterion was implemented to eliminate studies with the maximum number of citations and those that utilized qualitative or quantitative data processing techniques predominately. As a result, 42 studies were excluded due to these criteria. This rigorous strategy identified an exhaustive and targeted collection of 175 relevant studies for further research analysis (Figure 1). It is possible to view performance evaluations as "fair" subjectively and objectively, and psychological and political factors can influence an employee's perception of fairness.

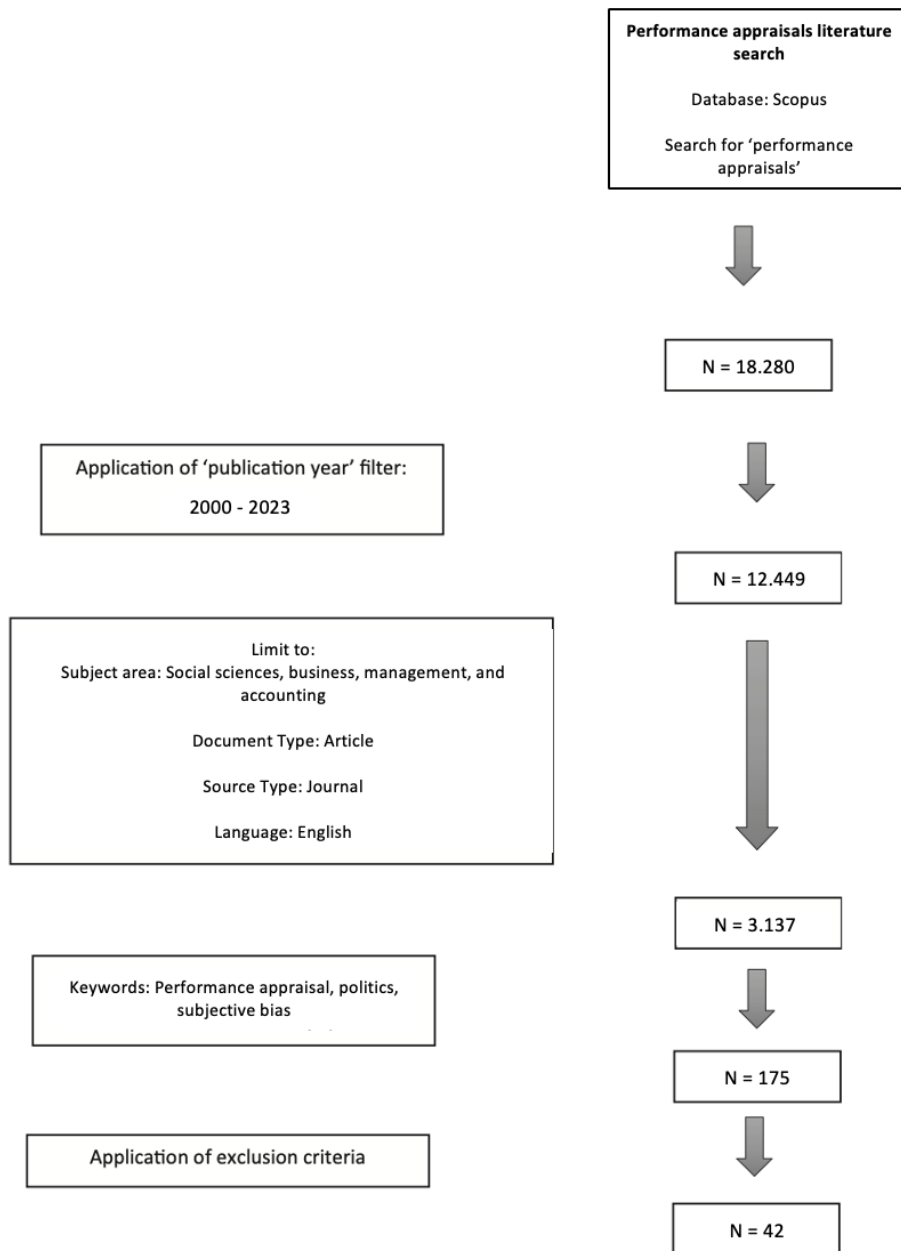


Figure 1. PRISMA Diagram

RESULTS AND ANALYSIS

Table 1. Articles analyzed based on variables

Author, Year	Performance Appraisals Design	Psychological Factors	Political Factors	Goal Setting	Execution of Performance Appraisals	Subjective Bias	Acceptable Fairness
Adams (1965)	X		X	x		x	
Wang et al., (2018)		x		x			x
(Alonso-Martinez et al., 2021)	X		x		x	x	
Hameed et al., (2020)		x		x			x
Arshad et al., (2013)			x		x		x
Boudreau & Ramstad (2005)	X	x		x		x	
Cairney (2017)			x		x		
Collings, (2014)	X	x		x		x	x
Den Hartog et al., (2007)					x		x
Deci et al.,(2001)				x	x		
Morrison (2023)			x			x	x
Schleicher et al. (2018)				x	x	x	x
Huselid (1995)	X	x		x			
Mark A. Huselid (1995)			x		x		x
Dal Corso et al. (2019)		x			x	x	
Laub (1999)			x	x		x	



Ismail & King, 2005)					x			x
Jweoola (2014)		x	x					x
Thite et al. (2011)		x			x			x
Locke and Latham (2006)				x		x	x	
Maslach & Leiter 2008)	X	x						
Niesen et al. (2017)				x	x		x	x
Moayeri (2014)					x			x
G. Wang et al. (2011)		x	x				x	
Neely & Weller (2013)					x			x
Hengky (2013)				x		x	x	
Laulié & Tekleab (2016)	X	x			x			x
Zacher & Rudolph (2021)				x		x	x	
Abela & Debono (2019)			x		x		x	
Griep et al., (2020)	X			x		x		
Ahmed et al. (2020)		x			x		x	x
Dunaetz (2020)				x	x		x	
Bayo-Moriones et al. (2021)	X	x			x			



Mok & Leong (2021)		x	x		x		x
Curzi et al. (2019)	X		x		x	x	x
Baird et al. (2020)		x		x			
Nikpeyma et al. (2014)			x		x		x
Na-Nan et al. (2022)		x			x	x	
Na-Nan et al. (2020)	X	x		x			
Ullah et al. (2021)			x		x	x	
Homauni et al. (2021)		x		x			x
Vigoda-Gadot and Kapun (2005)			x		x	x	

Based on a comprehensive review of Scopus-indexed journals, it becomes evident that there is a significant gap in the existing research literature concerning performance appraisals (Figure 2). Specifically, there is a lack of studies that comprehensively address the simultaneous examination of multiple crucial aspects related to performance appraisals. While numerous studies have individually explored certain facets of performance appraisals, such as the impact of a manager's perception on employee evaluations or the factors influencing managerial perceptions, few studies have taken a holistic approach to investigate the interplay between these factors.

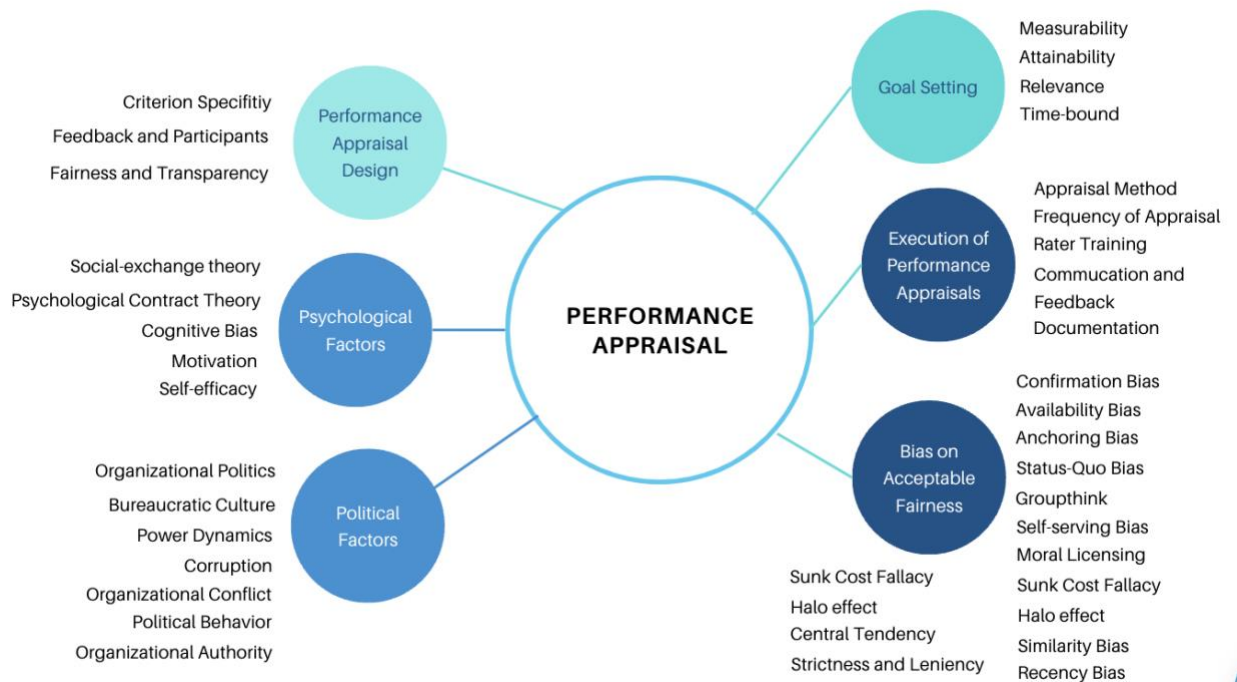


Figure 2. Research Theme

Performance Appraisal Design

Performance appraisal design encompasses crucial elements shaping an organization's evaluation process. A robustly designed system establishes the groundwork for fair, effective, and valid performance assessments. Criterion specificity, a central facet, emphasizes the importance of clear and well-defined criteria in evaluating individuals or organizations (Saldana et al., 2017). Including precise criteria reduces ambiguity and subjectivity, thus enhancing the accuracy and reliability of evaluations. Despite the significance of this element, existing research lacks comprehensive exploration, leaving a research gap in understanding how different levels of criterion specificity impact the quality of performance evaluations in various organizational contexts.

Furthermore, feedback and participation stand as integral components within the design framework. Feedback is instrumental in informing both the ratee and rater about performance, facilitating improvement (Kolehmainen et al., 2020; Wenz et al., 2022). Participation involves individuals in goal setting and system establishment, although studies on its cognitive impact remain limited (Bogard et al., 2020). This area presents an opportunity for further research to



delve into the nuanced effects of feedback and participation on performance appraisal systems' overall quality and fairness.

Transparency and fairness are also paramount. Transparency encompasses complexity and communication, necessitating a clear portrayal of objectives, procedures, and associated risks (Ullah et al., 2021). Conversely, fairness relates to equitable rating based on compensation or other relevant factors (Muriuki & Wanyoike, 2021). However, despite acknowledging the importance of these elements, research gaps exist in understanding how transparency and perceived fairness influence the acceptance and effectiveness of performance appraisal systems, particularly in diverse organizational and cultural settings. Addressing these gaps can significantly contribute to enhancing performance evaluation systems across sectors.

Moving to goal setting, specificity, measurability, attainability, relevance, and time-bound aspects play pivotal roles. Despite the extensive literature exploring these components individually, a research gap remains in comprehensively understanding how they interact and collectively contribute to effective goal setting, particularly within public sector organizations. Exploring this interplay can provide insights into designing more motivating and impactful performance objectives.

In conclusion, while significant strides have been made in understanding performance appraisal design and goal setting, these areas present substantial research gaps that warrant further exploration. Researchers can contribute to developing more effective, fair, and motivating appraisal systems across diverse organizational contexts by investigating the nuanced dynamics and interactions within these aspects.

Psychological aspects

The understanding of psychological aspects significantly contributes to the enhancement of evaluation systems. Social exchange theory, which focuses on individuals' decisions based on perceived costs and benefits, provides valuable insights into potential biases that can impact evaluations (Cropanzano & Mitchell, 2005; Moazami & Safkhani, 2022; Ahmad et al., 2023). This theory's application to performance appraisals underscores the potential bias introduced when quantitative metrics take precedence over subjective measures due to managers' desire to avoid negative outcomes, potentially leading to biased assessments.



In contrast, psychological contract theory emphasizes the expectations and obligations between individuals and organizations, influencing workplace justice and outcomes such as job satisfaction and turnover intention (Kutaula et al., 2020; Oberoi et al., 2022; Zhang, 2022). Managing psychological contracts and addressing political and social factors becomes crucial, particularly in the public sector, where these aspects can significantly impact performance bias and resource allocation, thus contributing to the creation of fair work environments.

The role of cognitive biases in decision-making cannot be overlooked in performance appraisals (van Woerkom & Kroon, 2020). Anchoring, availability, and confirmation biases, among others, can distort the interpretation of information, potentially leading to inaccurate evaluations. Meanwhile, motivation plays a significant role in shaping performance evaluation outcomes, with intrinsic and extrinsic motivations influencing individual behavior and performance (Moayeri, 2014; Niesen et al., 2017). A well-designed evaluation system that prioritizes fairness and explicit procedures has the potential to bolster motivation and consequently impact performance positively.

Lastly, the influence of self-efficacy, the belief in one's ability to perform tasks, is undeniable on behavior and performance (Moquin et al., 2019; Huy et al., 2020). Measurable through self-assessment or performance appraisals, self-efficacy's positive impact on performance outcomes is well-established. Individuals with high self-efficacy are more likely to approach tasks confidently, surmount challenges, and attain higher performance levels. A comprehensive understanding of these psychological aspects is essential for formulating appraisal systems that effectively motivate individuals, counteract biases, and advocate for fair evaluations across various contexts.

Political Aspect

The influence of political behavior on performance appraisal has been the subject of extensive research, revealing potential negative outcomes such as decreased trust, satisfaction, and engagement (Dal Corso et al., 2019) Political behavior in appraisals involves actions driven by self-serving motives, which can be influenced by factors like favoritism and personal gain (Wei et al., 2021). These behaviors can stem from various considerations, such as policy



objectives or external funding, leading to biased performance measurements and evaluations (Vantilborgh et al., 2011).

Despite potential negative consequences, research suggests effectively using motivations within the appraisal process can yield positive outcomes, like distributive justice and job satisfaction (Rogers et al., 2015). Distributive justice refers to perceptions of fairness in outcomes received from an employer, while job satisfaction reflects overall positive or negative sentiments about a job (Meng & Liu, 2022; Ahmad et al., 2023). However, the relationship between political behavior and appraisal outcomes is complex and context-dependent. For example, managers' utilization of motivational and punishment motives in allocating performance ratings significantly impacted subordinates' perceptions of distributive justice (Ahmad et al., 2023). Similarly, research has indicated that political behavior can undermine the objectivity and fairness of appraisals, leading to a toxic workplace and long-term negative effects (Christian & Ellis, 2014; Wang & Zhang, 2021; Meng & Liu, 2022).

Transitioning to the domain of goal setting is a widely studied motivational technique involving the establishment of specific and challenging objectives to enhance motivation and performance (Landers et al., 2017; Ogbeiwi, 2021). Specificity is critical to goal setting, as precise goals reduce ambiguity, guide efforts, and increase motivation (McFarland et al., 2018; Kovács et al., 2021). Measurability is essential for assessing goal achievement and progress, enabling informed decision-making. Goal attainability focuses on the feasibility of personal objectives, influencing well-being through goal commitment (Locke & Latham, 2006). Relevance underscores the alignment between organizational and individual goals, mediating the relationship between performance feedback and employee performance (Morrison, 2023). Time-bound aspects of goal setting recognize the impact of time on objectives and how it influences their adjustment and accomplishment (Deci et al., 2001). Understanding these intricacies is essential for effective performance appraisal systems and fostering employee motivation and growth. However, a research gap persists in comprehensively examining the intersection of political behavior, goal-setting dynamics, and their implications for performance appraisal systems, especially within the unique context of the public sector. Further investigation can provide valuable insights into creating fair, transparent, and effective



appraisal systems in organizations with distinct hierarchies, bureaucracies, and political influences.

Execution of Performance Appraisals

The process of performance appraisals encompasses the systematic assessment of employee performance against predefined standards and objectives, serving multiple purposes such as feedback, recognition, and decision-making regarding rewards or development opportunities. Within appraisal methods, various techniques are employed, including the judgmental, absolute standard, and results-oriented approaches, each with distinct criteria for effectiveness (Li et al., 2020; Bornstein & Suwalsky, 2021). Despite these insights, a significant research gap persists concerning the frequency of performance evaluations, necessitating further exploration to determine optimal timing and intervals for effective appraisals (Zhou & Zhu, 2020). This gap presents an opportunity for research to delve into the impact of evaluation frequency on performance outcomes, employee satisfaction, and organizational effectiveness, contributing to the refinement of performance appraisal strategies.

The effectiveness of performance appraisals is notably influenced by rater training, a critical component in enhancing the quality of the entire process. Progressive training steps, ranging from providing face-to-face feedback to constructing constructive narrative comments, can improve rater behavior, skills, knowledge, and attitude (Collings, 2014; Niemiec et al., 2010). However, a research gap exists in understanding the most effective approaches to rater training, including the optimal duration, content, and methods to ensure sustained improvements in evaluator performance. Exploring these gaps can provide valuable insights into enhancing the training process and optimizing rater accuracy, ultimately enhancing the overall effectiveness of performance evaluations.

Furthermore, communication and feedback are crucial elements in the performance appraisal design, establishing commitment, collaboration, and alignment between organizational goals and individual expectations (Chou et al., 2013; Avoka et al., 2022). While the importance of communication is acknowledged, a research gap exists in understanding the most effective communication strategies to ensure transparent and productive performance appraisal conversations. Similarly, exploring feedback mechanisms that yield the highest



impact on employee development, motivation, and performance remains unexplored. Addressing these gaps can illuminate the intricacies of communication and feedback within performance appraisals, leading to more meaningful and impactful interactions.

Documentation plays a pivotal role in performance evaluations, serving as a means to assess, record, and offer constructive feedback to employees. Besides ensuring legal compliance, effective documentation promotes positive behaviors, strengthens manager-employee relationships, and enhances motivation, morale, and job satisfaction, resulting in increased productivity (Mashi et al., 2020). However, there is a research gap regarding the most effective methods for documenting achievements and behaviors for performance reviews, including exploring mechanisms to ensure accuracy, fairness, and the potential role of documentation in addressing legal disputes and complaints. Investigating the comprehensive impact of documentation on employee morale organizational productivity, and its potential to influence performance improvement is an avenue ripe for exploration. By addressing these research gaps, a more comprehensive understanding of performance appraisal processes and their optimization in the public sector can be achieved, leading to improved organizational efficiency and employee development.

Bias on Acceptable Fairness

The concept of fairness within performance appraisals is influenced by various cognitive biases that can impact the objectivity and accuracy of evaluations. Confirmation bias, where individuals seek information that aligns with their beliefs, can lead to incomplete and biased assessments (Arshad et al., 2013; Naaz & Danish, 2018). Similarly, the availability bias, rooted in the frequency and prominence of information, can skew perceptions and decision-making (Knobloch-Westerwick et al., 2020). Additionally, anchoring bias can lead evaluators to base judgments on initial information, affecting their ability to assess performance objectively (Modgil et al., 2021).

Status-quo bias and collectivism introduce further complexity. The former reflects a tendency to stick with familiar options, potentially limiting the exploration of alternative viewpoints (Dean et al., 2017). Collectivism, driven by groupthink, may result in biased evaluations due to a lack of diverse perspectives (Barokas, 2021; Bergers, 2022). Self-serving



bias, stemming from a desire to protect one's self-perception, can lead to inflated evaluations or selective acknowledgment of individual contributions (Blasch & Daminato, 2020).

Moral certification posits that past moral behavior can lead to subsequent morally questionable actions (Laseno & Hendradjaya, 2019; Naaz & Danish, 2018). The sunk cost fallacy is characterized by clinging to past decisions, even when unfavorable, due to cognitive dissonance and loss aversion (Maslach & Leiter, 2008; Niesen et al., 2017). The halo effect, wherein one positive aspect influences perceptions of an individual's performance, can lead to unbalanced and inaccurate evaluations (Jweoola, 2014; Maslach & Leiter, 2008).

Central tendency, strictness, and accommodation biases involve supervisors resorting to average ratings, either to avoid extreme judgments or due to leniency, impacting fairness and accuracy (Mark A. Huselid, 1995; Schleicher et al., 2018). Similarity bias, driven by favoring individuals with similar backgrounds, and recency bias, focusing on recent events, further distort evaluations (Deci et al., 2001; Morrison, 2023).

While these biases are recognized, there's a research gap in comprehensively understanding their combined impact on performance evaluations' fairness and acceptability. Studies focusing on the interplay of multiple biases within the appraisal process are limited, leaving a substantial void in understanding their collective effect on perceived fairness (Levy & Williams, 2004; Laird & Venables, 2017). Moreover, research should delve deeper into how organizations can effectively implement strategies to mitigate these biases, ensuring that evaluations are objective, accurate, and fair (Deci et al., 2001). A comprehensive investigation of these biases and their potential interaction can pave the way for more equitable and effective performance appraisal systems in various organizational settings.

Propose framework

Exploring variables about performance evaluations and their alignment with acceptable fairness encompasses a multifaceted examination of the evaluation process and its resultant implications. Extensive prior research has identified various influential factors that intricately shape the dimensions of impartiality, precision, and acceptability within performance evaluation systems. These identified determinants acutely underscore the existing research body's limitations and gaps (Levy & Williams, 2004).



Evidence substantiates that the conscientious and equitable execution of performance evaluations positively impacts employees' perceptions, fostering a belief that exceptional performance will be duly rewarded (Levy & Williams, 2004; Burmeister & Schade, 2007; Lee & Joshi, 2017). Additionally, the element of fairness concerning remuneration and rewards received significantly shapes employees' perception of the evaluation process' impartiality. The perception of just compensation corroborates a holistic sense of fairness in the overall evaluation process (Li et al., 2016; Nel & Boshoff, 2020).

Furthermore, the subjective assessment of appraisal fairness, delineating employees' perceptions of the equity embedded within the appraisal procedure, wields considerable influence over their overall job satisfaction. Employees' perception of fairness in the evaluation process distinctly contributes to heightened job satisfaction levels (Deci et al., 2001). Within the federal government's framework, examinations into the perceived impartiality of performance evaluations have unveiled their role as a predictive determinant of intrinsic motivation among government personnel (Den Hartog et al., 2007; Niemiec et al., 2010).

Parallely, earlier research has focused on discrete facets of the performance appraisal procedure, particularly those elements exerting an impact on the cultivation of appraisal impartiality. These studies have meticulously scrutinized specific components such as feedback mechanisms, rating scales, and performance criteria to decipher their individual effects on the overarching impartiality of evaluations (Cairney, 2017). In summation, the research domain encompassing performance appraisals and attaining acceptable fairness has delved into the causal triggers underpinning fairness, accuracy, and acceptability, alongside the meticulous calibration of implementation accuracy and fairness. Furthermore, the scrutiny has encompassed the equitability of compensation and rewards bestowed, the subjective perception of appraisal fairness, the perceived fairness encapsulated within federal government evaluations, and the nuanced facets of singular appraisal process elements. This comprehensive grasp of variables is quintessential for organizations, empowering them to formulate appraisal systems that are characterized by impartiality, transparency, and effectiveness.

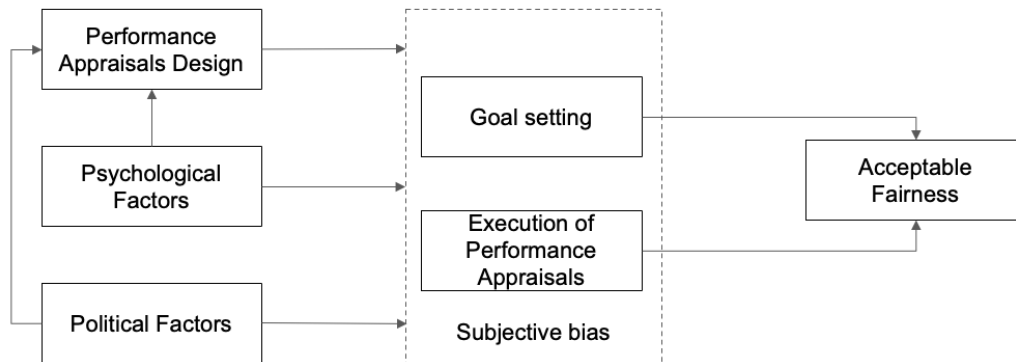


Figure 3 Conceptual Model

Within this framework (Figure 3), subjective bias is influenced by the design of performance evaluations, psychological factors, and political factors, which impact the goal-setting process and the execution of performance evaluations. These variables play a significant role in determining the level of fairness in the evaluation procedure. Recognizing the importance of subjective bias and its effect on accuracy and fairness, it is crucial to comprehend and resolve these factors to promote objective and fair performance evaluations. The framework employs a targeted strategy to address equity issues and promote acceptable levels of impartiality for all stakeholders. It aims to identify the root causes of subjective bias and devise effective mitigation strategies to reduce its impact on the assessment process. By addressing these factors and minimizing their impact, the framework aims to establish a transparent and fair process for setting goals and evaluating performance aligned with the requirements and expectations of employers, employees, and the organization. By integrating these factors, the framework provides novel insights and advances our understanding of subjective bias in the target generation and evaluation process. It provides a deeper comprehension of the dynamics and complexities of the performance evaluation system, as well as recommendations for developing strategies that promote impartiality, transparency, and credibility within the context of the Indonesian government.



CONCLUSION AND RECOMMENDATIONS

In conclusion, this research highlights the significant role of subjective bias in the design, execution, and outcomes of performance evaluations. The framework developed in this study identifies the design of performance evaluations, psychological factors, and political factors as key influences on subjective bias, affecting the goal-setting process and the overall fairness of performance evaluations. Recognizing the importance of mitigating subjective bias and promoting objectivity, it is crucial to understand and address these factors. The findings of this research contribute to developing a targeted framework that aims to improve the equity and fairness of performance evaluations in the Indonesian context. By identifying the root causes of subjective bias and proposing effective mitigation strategies, the framework provides practical insights for organizations, managers, and civil servants to enhance the transparency and credibility of the performance evaluation process.

Furthermore, this research advances the current understanding of subjective bias in the target generation and evaluation process. By integrating the identified factors and dimensions, the framework offers valuable recommendations for promoting impartiality, transparency, and credibility. These insights can inform the development of strategies and policies that align with the needs and expectations of employers, employees, and the organization as a whole.

RECOMMENDATION AND FUTURE DIRECTIONS

In light of the comprehensive analysis of performance evaluations and acceptable fairness, several recommendations emerge to enhance the effectiveness and equity of performance appraisal systems within the public sector. Firstly, organizations should prioritize enhancing the training provided to managers and evaluators, equipping them with tools to recognize and address biases, deliver constructive feedback, and employ standardized rating scales. Transparent and well-defined performance criteria should be established, minimizing subjectivity and promoting assessment consistency. Incorporating multiple evaluators can mitigate individual biases and encourage a comprehensive, objective evaluation of employee performance. Regular performance feedback sessions are vital for open communication and accurate evaluations. Calibration sessions among evaluators can ensure standardized assessment practices and fairness.



Looking forward, exploring performance evaluations and acceptable fairness opens avenues for future research and development. Longitudinal studies can track changes in appraisal practices over time, providing insights into the effects of interventions within evolving organizational contexts. Comparative studies between public and private sectors can illuminate sector-specific challenges and solutions. Investigating technological interventions in performance evaluations, such as AI and machine learning, could mitigate biases and enhance objectivity. The influence of cultural factors on fairness perceptions and biases in evaluations deserves exploration, particularly in the diverse public sector setting. Multi-level analyses could uncover how organizational culture, leadership styles, and hierarchies impact appraisal practices and fairness. Additionally, delving into employee perspectives on performance evaluations could uncover experiences, perceptions of fairness, and improvement suggestions. By implementing these recommendations and pursuing these future research directions, organizations can actively contribute to equitable, transparent, and effective performance appraisal systems aligned with the unique context of the public sector.

Author contributions: Agustinus Tarigan: Contributed as a student researcher involved in data collection and analysis under the guidance of the following authors. Aurik Gustomo: Served as the academic advisor, providing guidance and oversight throughout the research process. Yuni Ros Bangun: Also acted as an academic advisor, offering supervision and assistance in the research project.

Data availability: The data used for this research is available to the corresponding author upon reasonable request.

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