

# It's All How You Look At It: The Relationship Between Performance Appraisal Formats and Perceived Purposefulness

Louis Savastano, Kayla Kirk, Jessica Harris, Cameron Brown, Shawn Bergman, and Glenn Ellen Starr-Stilling  
Appalachian State University

## Background

- Performance appraisals (PA) critical to work environment (Bednall, Sanders, & Runhaar, 2014)
- Purposeful PA practices yield positive ratee satisfaction and organizational commitment (Iqbal, Akbar & Budhwar, 2015)
  - Need to identify problems with PAs to establish new techniques and more accurate, purposeful formats
- Little research on PA purposefulness relating to PA format

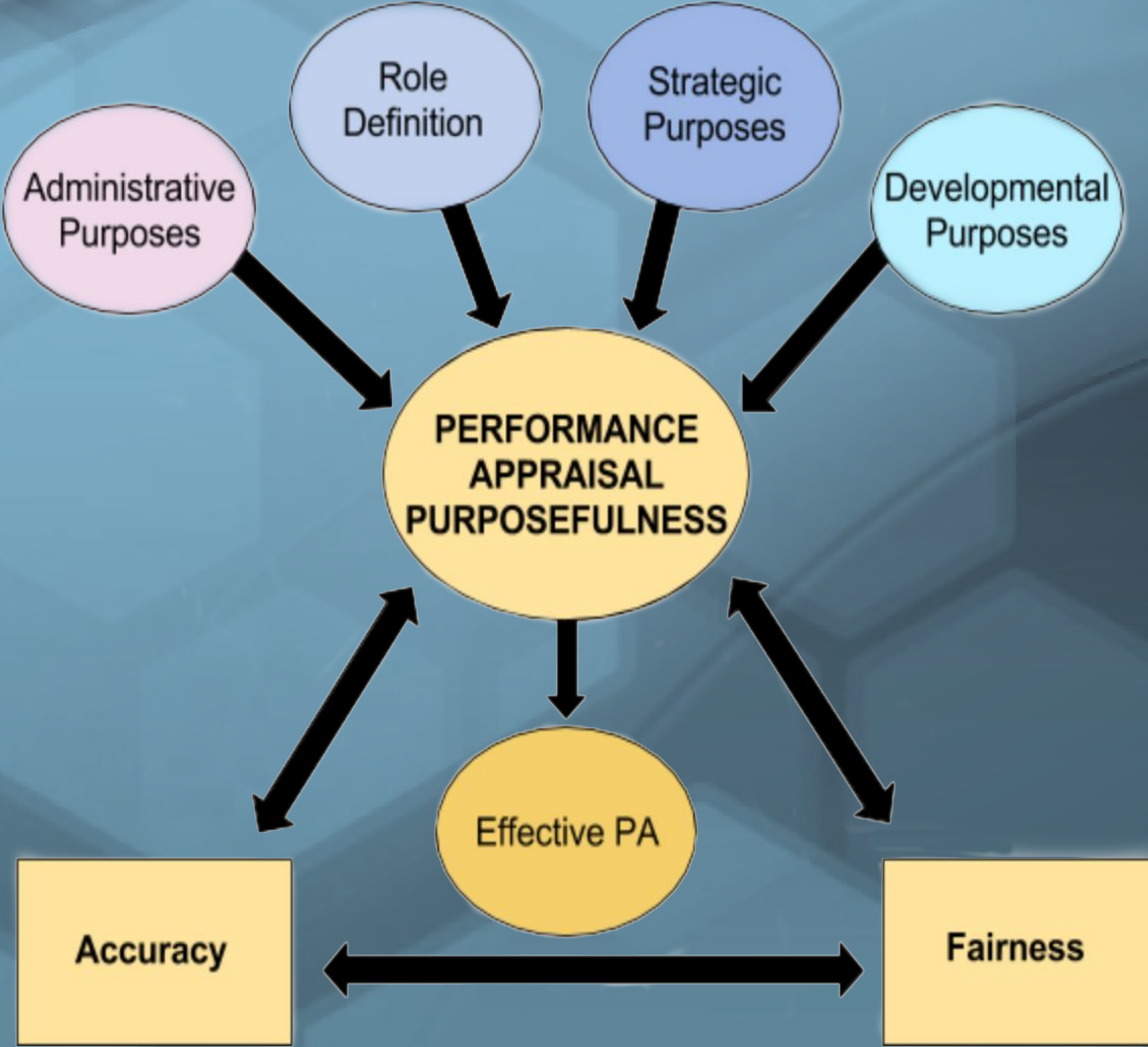
	Rating Scale	Narrative	Librarian Task List	Self Evaluation	Multi-source Feedback	Weighted Scale	Peer Review
Making Pay Decisions	<b>0.15</b>					0.11	
Making Promotion Decisions		0.10	<b>0.17</b>		<b>0.18</b>		<b>0.25</b>
Clarifying Expectations			0.18	0.09			
Creating Responsibilities			<b>0.10</b>				
Achieving Librarian Goals		0.11	<b>0.16</b>	<b>0.13</b>			
Achieving Org Goals		<b>0.17</b>	<b>0.17</b>	<b>0.14</b>			
Providing Info for Coaching		0.10	0.11				
Info on Developmental Needs			<b>0.17</b>	0.10			
Creating Behavior Change		0.11	0.11	0.10			

## Research Question

How does PA format relate to the the managers' perceived purposefulness of the PA system?

## Methods

- Sampled library directors
  - 478 complete responses
- Survey detailing PA process
  - PA format - 10 options
  - Aligned reactions with 4 types of purposefulness



## Initial Results

- List of tasks relates to most purposes
- Ratingless reviews and self lists relate to strategic purposes
- Benchmarking and ranking had no significant correlations

