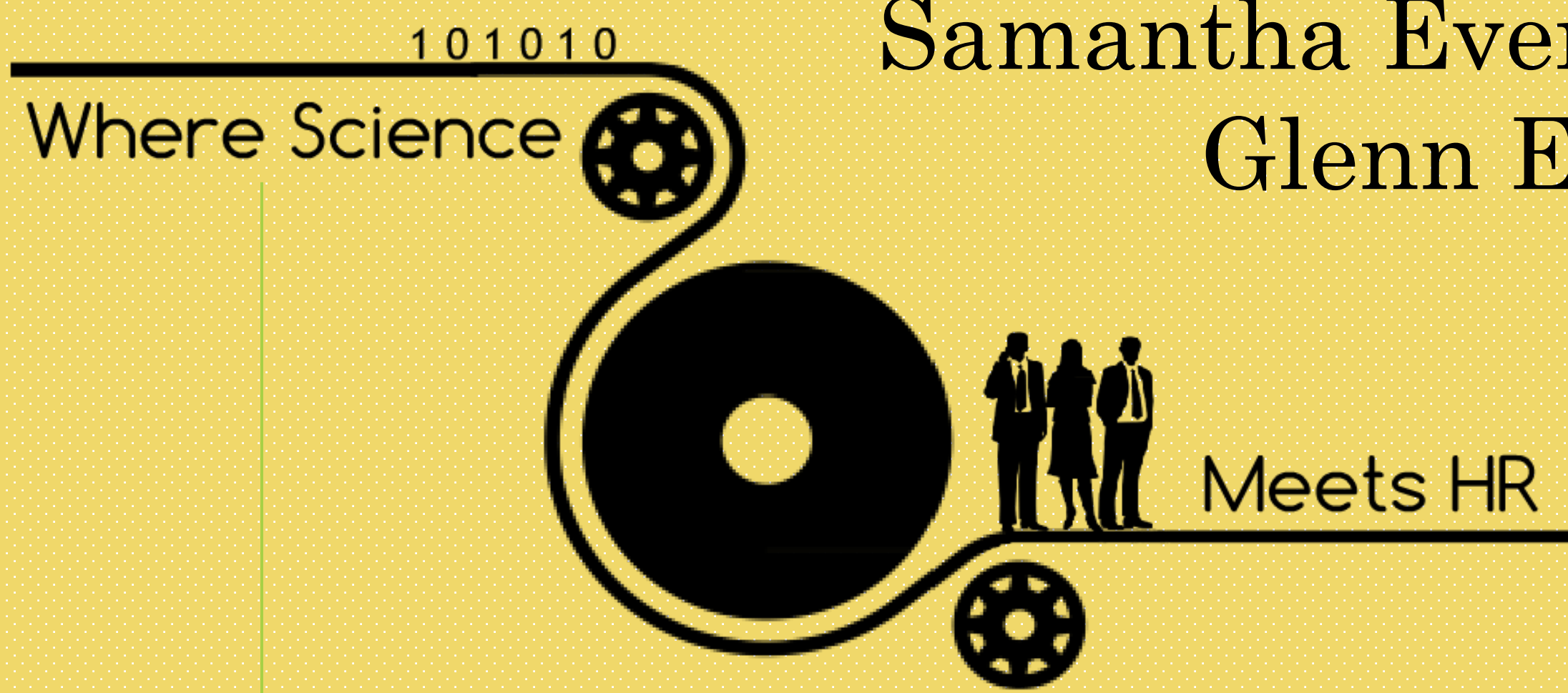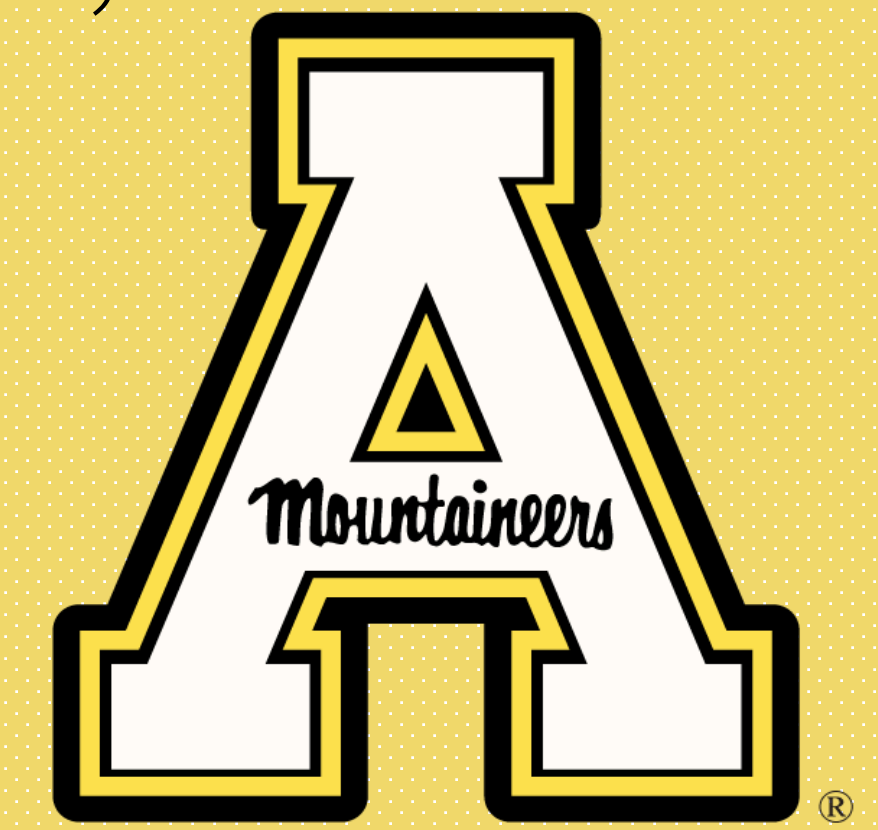# The Dark Side of Performance Appraisals

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Where Science 101010 **Meets HR**

sas

Cons of Performance Appraisals

- Dreaded by employers and employees

- Time consuming, tedious, yeild minimal positive results

- Misused and undervalued by managers and employees

- Vague questions lead to various interpretations

- Perceptions of PA systems influence organizational success

Research Objectives

1. Can text analytics of open-ended responses be used to discern between positive and negative impressions of PA systems?

2. Can open-ended questions, rather than traditional rating scales, emphasize key problems perceived within PA systems?

Method

Data
- 478 responses from PA survey
- Given to library managers at four-year colleges and universities

Measures
- SAS Enterprise Miner
- Sentiment analysis and theme extraction of responses
- Compare SAS results to results from traditional survey questions

Implications

- Detect and highlight key issues with open-ended data

- Use open-ended questions as an effective evaluative tool

- Improve overall organizational outlook

70. Please comment on your overall performance appraisal system's strengths and weaknesses. Please comment, also, on constraints to making changes in the system.
If you wish, reply: "Don't know" or "Prefer not to respond"