

## NEED TO EXAMINE HUMAN BIASES IN PERFORMANCE APPRAISAL SYSTEM

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### ABSTRACT

Much research has been directional towards the need to examine the human biases in performance appraisals particularly the gender bias. Performance appraisals are a linkage between effective functioning of an organisation, the career growth and development of its employees. It creates a pathway within the organisation to identify good performers from the weak performers thereby acting as an opportunity to the employees for improvement in the future, and at the same time rewarding the distinguished performances. The implementation of an effective performance appraisal programme, however, is challenging to any organisation to arrive at. The present paper reviews performance appraisals in the light of human biases that possibly find their way into performance appraisals affecting their effectiveness and credibility at the same time. Four telecom players have been compared based in Jammu & Kashmir: BSNL, Airtel, Vodafone and IDEA. In this research paper, an attempt has been made to assess the perception of the appraisee managers towards the occurrence of gender bias in their existing performance appraisal system.

**KEYWORDS:** Gender Bias, Job Performance, Employee Empowerment, Performance Evaluation, Favouritism, Managerial Satisfaction