

Summary of Paper: [Subjective Performance Evaluation and Forward-Looking Implications: The Role of Supervisor Incentives](#)

What is this Study About?

The study investigates how supervisor biases and relationships with subordinates affect job performance ratings and future promotions in companies.

What are the major findings of the study?

In a forced distribution system, subjective performance evaluations conducted by supervisors are influenced by personal biases and the nature of their relationships with subordinates. Longer supervisor-subordinate relationships result in higher subjective evaluations, implying a potential for bias based on relationship length. Conversely, larger age differences between supervisors and subordinates result in lower subjective evaluations. This could be attributed to demographic similarities, which influence assessment fairness. Regardless of these preferences, subjective evaluations can predict future promotions and employee performance, implying that they are critical to identifying true employee potential.

Why is the study important?

Through these findings, the author unravels the “double-edged” nature of subjective performance evaluations in organizational settings, demonstrating how supervisor biases can undermine assessment fairness and objectivity. Furthermore, the study highlights the importance of subjective evaluations in identifying employee potential and predicting future performance. These insights are critical for organizations looking to improve performance evaluation systems by leveraging the benefits of subjective insight while minimizing biases. The findings provide a framework for improving evaluation practices and bolstering talent management strategies.