

SOCIAL PERFORMANCE APPRAISAL : AN OVERVIEW

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Abstract

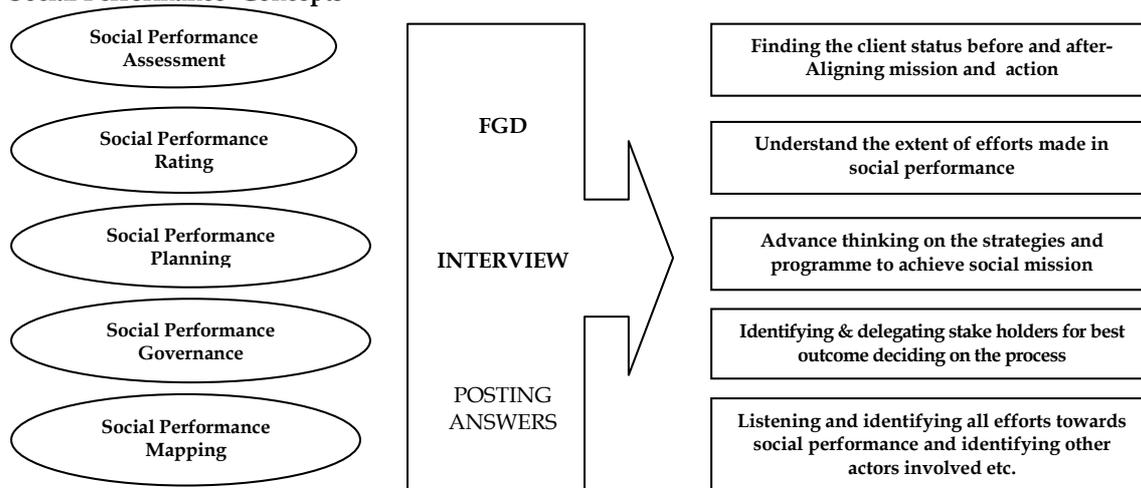
Performance appraisal research over the last 10 years has begun to examine the effects of the social context on the appraisal process. Drawing from previous theoretical work, we developed a model of this process and conducted a systematic review of the relevant research. This review of over 300 articles suggests that as a field we have become much more cognizant of the importance of the social context within which the performance appraisal process operates. First, research has broadened the traditional conceptualization of performance appraisal effectiveness to include and emphasize rare reactions. Second, the influence that the feedback environment or feedback culture has on performance appraisal outcomes is an especially recent focus that seems to have both theoretical and applied implications. Finally, there appears to be a reasonably large set of distal variables such as technology, HR strategies, and economic conditions that are potentially important for understanding the appraisal process, but which have received very little research attention. We believe that the focus of recent performance appraisal research has widespread implications ranging from theory development and enhancement to practical application.

Keywords: *Social Performance, Social Cost & Benefit Analysis, Social Resource, Feedback Environment.*

Introduction

Social performance of an organization can be ensured through social cost and benefit analysis. The activities of an firm that lead to a depletion of social resource is social cost and increase in social resource is social benefit. Every concern is responsible for certain social costs so it is necessary for them to enhance the costs of product or service by cost incurred on such side effect. "Social performance is measured through the principle, the actions and the corrective measures implemented. Social performance, thus conceived, precedes impact and leads to impact."

Social Performance- Concepts



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