Self-Other Agreement in Job Performance Ratings: A Meta-Analytic Test of a Process Model

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Abstract

This meta-analysis explores agreement in self and supervisory ratings of job performance (k = 128 independent samples). It suggests a three-stage model of the rating process and reviews the empirical evidence for the relevance of each of these three stages to an understanding of agreement in ratings. The proposed three-stage model serves as the guiding rationale for the examination of an extensive set of variables that moderate rater agreement. Results are reported for two indicators of rater agreement (correlational and mean level agreement). Self-supervisor ratings yielded an overall correlation of $r = .22$ ($\rho = .34$; $k = 115$; $n = 37752$). Position characteristics and the use of non-judgmental performance indicators were the main moderators. Leniency in self-ratings is indicated by higher mean levels of self-ratings compared to supervisory ratings. Within Western samples, performance self-ratings showed leniency ($d = .32$, delta = .49; $k = 89$; $n = 35417$) dependent on contextual features, scale format, and scale content.

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