

# Enhancing Performance Management through Prosocial Behavior

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**Abstract.** In this research are conducted to investigated the role of transparency and accuracy as variables that serve to moderate, which in this case mitigates the influence of Prosocial Behavior on Performance Management. In these investigations, there were applied the quantitative approach and located on SMP Negeri Purwokerto. The populations that used in these investigations are the educator or the teacher that taught on SMP Negeri Purwokerto. Where, these investigations are connected to the performance of every educator in teaching where are the total of samples are 277 teachers from 21 schools of junior high school on Purwokerto city. In obtaining the data of this investigations, the researcher is using two ways, which are; (1) observations, the direct observations that done by the researcher are straight used to know the conditions of the teacher; (2) questionnaire, that contained the variables of leadership style, follower matures and teacher performance. The data that obtained by these instruments are analysed by the program of IBM SPSS ver. 26 which are used the descriptive analyses and hypothesis testing. The results are shown on the impact of Prosocial Behavior (X) toward Performance Management are significantly affected with the values 0.0 and under the estimations of significance  $(0,00) < \alpha (0,05)$ . While, the effect of transparency (Z1) through appraisal bias (Y) towards the performance management are not affected because of the significances values are higher than significance estimation  $(0,00) > \alpha (0,05)$ . While, the impact of accuracy is directly negative. The education institutes clearly need to improve the aspect of transparency and the accuracy of every educator. Thus, in improvement are directly connected with the impact of prosocial behaviour towards performance employee's assessment.

## 1 Introduction

In the futures, the aspect of organizations clearly has the direct connection with our roles in the aspect of human resource management. Currently, according to (Frick et al., 2008), the human development clearly has the concept that improved their role in living and improvement clearly done or conducted by the empowerment systems. Until, the human

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resource management currently being the one of aspect that conveyed the aspect towards the improvement of quality. This is why the role of humans in an organization is crucial in relation to the value management process driven by employees as human factors, until success is achieved in the form of good quality achievements as a representation of the results.

In applying the role clearly need various aspect such as performance management because without the performance management, the aspect of this implies an optimal and satisfying output for the company. In order to achieve a balance, companies need to pay attention and ensure that employees or humans in it get returns in the form of justice and a comfortable of work life (Kapur, 2020; Udin, 2023; Udin et al., 2023). Further, performance management has assessment of process that needed by every cooperation to maintain the evaluation of every worker and enable them to get the satisfaction in working. This is supported also by (Osmani & Ramolli, 2012), whereas their statement currently given the fact of performance management which are very strongly bounded with the aspect of workers in their fields. Besides that, the aspect of performance management not clearly has the relations on the given prospect skills but it could be stated as the one of works innovations.

This is currently being most important especially on the evaluation procedures that always done by every supervisor towards their workers. On the aspect of evaluation currently stated by (Kadarova, 2015), are having various aspect that currently become the one of assessment part of performance management. First aspect is called as leniency bias, which are the concept of with leniency, or generosity is one bias that is very likely to occur and is directly related to affecting the appraisal process, especially subjectively carried out by supervisors (Golman & Bhatia, 2012). While, on the second aspect is called as centrality bias, whereas this form of bias refers to how a person's psychosocial behavior tends to put himself into a certain group and then make the group and the people in it the center of attention. This is based on the theory expressed by (Wright & Esses, 2018) that a person can have a feeling of inclination to a certain identity or group because of centrality, then prosocial behavior affect or emotional evaluation in the form of putting excessive positive feelings towards a group and people in it, and prosocial behavior ties which means the similarity of perceptions and commitments built between members in a group with the identity in question. When these factors cannot be managed and dominate in relation to the performance rating, it will certainly bring losses to employees and organizations.

Based on the common aspect previous, generally bring the aspect of unfairness of phenomenon in working environment. Especially, in the organizations which are who are very close with the employees will obtaining more benefits. This is very common and very widely on every organization until it called as prosocial behavior. According to (Manesi & Doesum, 2020), prosocial behavior is the view of other individuals in the same group as better than those outside their group. In the work environment, this tendency can be detrimental to the employee performance evaluation process. In this case, it directly concerned as the one of important factors that need to be considered especially on the organizations aspect.

## **2 Literature Review**

### **2.1 Prosocial behavior**

Prosocial behavior is a universal social symptom that is almost found in every facet of society, which usually occurs unconsciously, in the form of manifestations of feelings of liking and a tendency to see one group as better than another (Tajfel & Turner, 2004). This arises as a result of the development of identity theory also expressed by Tajfel (1974) which

is then influenced by cultural value orientation and individual circumstances where these factors give birth to a person's self-construal when in a particular situation or environment. The self-construal in question is a way of thinking, feeling, and performing an action based on certain communal values.

While, according to (Shtern et al., 2015) are the indication of discriminatory behavior, namely treating a group better than other groups outside the values adopted. This phenomenon can occur due to the emergence of clashing values in groups contained in a social environment, the existence of political interests, even prejudice and negative stigma embedded by one group against another group (Taylor et al., 2009).

## **2.2 Performance management**

As stated by (Hermansyah & Indarti, 2015) on his journal whereas the aspect of performance management is referred to as job performance appraisal. Which are a series of evaluation processes about how well an employee is performing when compared to a set of standards and then the output information is communicated to the employee (Yaseen, 2013) adds that in order to obtain an effective job appraisal, a predetermined standard is needed, as well as how the appraiser can receive feedback to prevent a decline in performance from employees.

(Ali et al., 2014) defines performance appraisal as the process of assessing employee work performance carried out by the company's designated authority systematically and based on the assignments given to employees. A series of appraisal processes starting from the beginning until later producing an output is very important to be well planned and standardized, because the quality of the assessment carried out will determine the extent to which the organization's management can make the right and accountable decisions that will end in determining the overall goals and objectives of the organization.

## **2.3 Transparency**

Transparency comes from a term, namely transparent, which means real, clear, open, and there is no hidden intention so that the availability of the information in question can be accessed freely. However, in this case transparency will focus on the context of an organizational process carried out by the management of a company or institution. (Budiasni & Ayuni, 2020) explain that transparency refers to the manifestation of open management in providing information about policies or processes carried out by the organization to relevant authorities. The complex explanation of the existence of transparency in organizations specifically in the employee performance appraisal process is provided by (Aloysius, 2019) who describes transparency in performance management as an effort that allows organizations to optimally disclose data and facts related to relevant information to relevant stakeholders without endangering anyone in the disclosure process.

## **2.4 Accuracy**

The term accuracy is something that is often heard and discussed in various aspects of life. In general, accuracy is defined as the level of closeness, suitability, and identity of measurements to the reality encountered qualitatively or often encountered in quantitative measurements. In this paper, accuracy refers to the term performance rating accuracy which is interpreted as a close relationship between the actual behavior of the worker or true score and the behavior recorded by the rater (Judge & Welbourne, 1994). From the previous until nowadays, accuracy continues to be a crucial concern in corporate organizational practice. This is because accuracy is the ultimate goal in the overall employee appraisal process.

## 3 Hypotheses Development

### 3.1 The effect of prosocial behavior towards performance management

Prosocial behavior is a condition where a person has a tendency to see a group and members in it as better or superior than other groups or other people outside the group. This phenomenon arises as a form of development of social identity theory where a person feels he has an attachment and similarity of values with a certain communal bond, plus there is a certain stigma that considers outgroup individuals worse so that sometimes there can be clashes with other identity groups. For organizations, the emergence of this Prosocial behavior phenomenon will bring various kinds of losses because it is closely related to bias to the emergence of unethical behavior, especially in the context of the performance rating process. Workers will feel treated unfairly because supervisors have a distorted perspective by preferring to give good ratings to subordinates who are considered part of members of their social identity group, while employees outside of it will tend to get low ratings. Meanwhile, assessment results that do not reflect the true score will certainly lead the company to a decline in performance due to non-ideal assessments.

Unethical and ideal performance appraisal is a challenge that arises due to the existence of prosocial behavior as a consequence of human intervention that cannot control its subjectivity and natural bias. Previous research also shows the relationship between these two variables. On the research of (Monyei et al., 2022) showed that prosocial behavior is an advanced form of intergroup bias that makes individuals tend to evaluate a group and its members better than other groups. (Baruch et al., 2004) also found the fact that prosocial behavior negatively affects the assessment given to certain employees, where discriminatory behavior is given to employees with certain social ties, in this case, certain ethnicities through stereotyping and the existence of adverse prejudice.

*H1: The effect of prosocial behavior towards performance management*

### 3.2 The effect of transparency towards performance management

Several previous studies conducted by academics explain that transparency plays an important role in the implementation of employee performance evaluations where a certain degree of opens will have an impact on the progress of the organization in general (Cato & Ishihara, 2017). The meaning of the term certain degree is the extent to which companies and employees trust each other and are willing to accept feedback that is simultaneous with each other. This is agreed by research conducted by (Schaerer et al., 2018) who believe that transparency will bring clarity and have a positive impact on performance ratings. However, it is also necessary to pay attention to the extent to which the ability of a manager or supervisor can convey negative work results to employees, because this method of delivery is also an essential element of the creation of transparency itself. Other findings that provide similar conclusions regarding the positive relationship between the two variables are also presented by (Sapada et al., 2017) who explains that a focus on transparency will create an ethical and ideal assessment. Then, (Bol, 2014) also reiterated that the overall process and results of a transparent assessment will make the rate feel satisfied and avoid various kinds of suspicions that can lead to new conflicts.

*H2: The effect of transparency towards performance management*

### 3.3 The correlation of transparency on prosocial behavior towards performance management

Recent research conducted by (Hayes et al., 2022) revealed that the existence and amount of transparency is truly effective in reducing the influence of outcome bias due to the emergence of prosocial behavior in an assessment process. This opinion is known as the "ski jump" phenomenon because the interest in conducting this research is based on the distortion in a ski tournament. (Bernstein, 2017) believes that the concept of transparency can effectively reduce the effects of some vested interests that bring benefits to some parties in the overall performance management process. Apart from that, transparency is believed to be a monitoring tool in employee appraisal to obtain data related to employee performance as well, as identically, and as clearly as possible through a broader perspective (Ranganathan & Benson, 2020).

*H3: The correlation of transparency on prosocial behavior towards performance management*

### 3.4 The effect of accuracy on prosocial behavior

Several researchers conducted research in relation to the extent of the influence of accuracy itself on the creation of an ideal and ethical set of performance evaluations. Miller and Thornton (2006) state that in addition to the fairness factor, accuracy will have positive implications on the results of employee performance appraisals such as increased perceptions of fairness from employees and indirectly increase the intrinsic motivation of individuals in showing their best performance (Schleicher et al., 2019). Another view comes from DeNisi and Smith (2014) where accuracy in performance appraisal refers to the accuracy of the appraisal output and the way it is delivered. It is not only the results that must be able to describe the actual performance of employees as much as possible, but the accuracy of delivering feedback to each individual, especially negative feedback, will determine whether the evaluation carried out is able to make future performance better. Then (Schaerer et al., 2018) argue that accuracy is a corrective mechanism that accompanies transparency in achieving the goal of a good performance rating.

*H4: The effect of accuracy on prosocial behavior*

## 4 Methodology

The populations that used in these investigations are the educator or the teacher that taught on SMP Negeri Purwokerto. Where, these investigations are connected to the performance of every educator in teaching where are the total of samples are 277 teachers from 21 schools of junior high school on Purwokerto city. In obtaining the data of this investigations, the researcher are using two ways, which are; (1) observations, the direct observations that done by the researcher are straightly used to know the conditions of the teacher; (2) questionnaire, that contained the variables of leadership style, follower matures and teacher performance.

## 5 Results and Discussion

Based on the investigations that conducted on these research, clearly it has the various answer, which are classified on the table below.

**Table 1.** Descriptive Analysis of Respondents Answer

Aspects of Variable	Average Score	Notes
Prosocial behavior	3.61	High

Performance management	3.96	High
Transparency	2.38	Low
Accuracy	2.55	Low

On the first aspect, shows that almost all statements related to the phenomenon of Prosocial Behavior were answered with high scores. This represents the actual condition of respondents who observe and feel the existence of high Prosocial behavior interventions through a total average of (3.61) or included in the category of high value range. While, on the second aspect are shown the score are very high which are on 3.61. This matters are clearly showed the higher of contributions of performance management on every worker. But, on the aspect of transparency and accuracy are on the lower score which are 2.38 and 2.55. Until, it is directly stated the aspect of transparency and accuracy are currently not having any impact on the performance management.

**Table 2.** Hypothesis Testing

Aspects of variable	T-Values	Significance	Notes
The effect of prosocial behavior towards performance management	3.827	0.00	Positive
The effect of transparency towards performance management	-6.391	0.00	Negative
The effect of accuracy on prosocial behavior	-5.253	0,00	Negative

Based on the result of regression of the aspect above, there were shown on the first hypothesis which are the prosocial behavior direct affected towards the performance management and this is shown by the T-Value is higher than T-Table ( $3.827 < 1,666$ ). On second and third hypothesis, directly significate with the values are 0,00 although the T-values are under T-table and this result directly giving the conclusion if the hypothesis are not accepted.

## 5.1 Impact of prosocial behavior towards performance management

The average score results for these two variables show a high value, this means that respondents really feel the impact of the behavior phenomenon that appears on the performance appraisal they get. The indicator statement item that becomes a critical point by getting the highest score on the statement related to the behavior phenomenon is related to the dimension of easy access to communication from several subordinates to superiors. In this case, supervisors and managers. It cannot be denied that the ease of communication that is exclusive to a handful of employees can trigger a certain preference for the closeness that exists between subordinates who often communicate compared to other employees who are not intense in establishing communication with superiors. This is proved by the 40 employees of the Purwokerto Branch of the Purwokerto City Education Office who responded strongly agree that there is an exclusive ease of communication between some subordinates and their leaders, which then resulted in a certain preference for the closeness established between subordinates who often communicate with their superiors. On the result that obtained by these research directly same as the research that conducted by (Wikaningrum et al., 2018; Monyei et al., 2022) which are directly concerned of the behavior of the workers especially on working which are needed the aspect of satisfactions from the employ. This is being the most important and the aspect that should obey by the workers in working (Udin et al., 2019).

## 5.2 Impact of transparency towards performance management

In this study, it can be proven that transparency is able to significantly affect bias in employee performance appraisals with a negative relationship direction. The higher the transparency factor is presented in the performance appraisal, the lower the assessment bias that may arise. This can be analyzed based on the results shown in table, that a low average total score on transparency triggers a high occurrence of appraisal bias. This is in line with the opinion of (Bol, 2014) that assessments that are not based on mutual trust will only lead to suspicion which triggers even greater conflict.

## 5.3 The effect of accuracy on prosocial behavior

In this study, the low accuracy which then triggered a high level of assessment bias was caused by two important aspects which were represented by low average scores from the recorded answers of respondents. First, employees at the Purwokerto City Education Office felt that the performance appraisals they received did not reflect well on their performance achievements so far. Many of these assessments are considered odd and far from the actual achievements that have been realized. Then the second dimension is the cognitive ability of the supervisor, where the appraiser has a tendency to make judgments based on initial impressions which then lead to certain prejudices that are detrimental because they are judgmental without wanting to see performance in more detail. Whereas as it is known that accuracy is one of the mechanisms that ensure that the performance appraisal carried out truly describes the actual conditions of employee achievement so that it raises the perception of justice for employees who increase (Schleicher et al., 2019).

## 6 Conclusion

In the aspect of human resource management, the aspect that become priority and most important aspect are the empowerment. To building the empowerment, it has the clarity of the direct connection by the employ and the workers in comprehending the tasks and currently become the ultimate goal of the workers also. But, on the contemporary structures on nowadays proven the aspect or another component are directly affected to the systems that implied the performance management. Which are currently affected by the aspect of prosocial behavior.

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