

Leadership Excellence and Gender in Organizations

Performance appraisals and rewards: A system justification perspective on the limited advancement of women in organizations

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Organizations often use employee performance appraisals to justify compensation and promotion decisions. However, biases embedded in the performance appraisal process are more likely to have a negative impact on female employees than their male counterparts (Castilla & Benard, 2010). In addition, men receive greater rewards for the same performance as their women colleagues (Joshi, Son, & Roh, 2015). As a result, an informational tool designed to promote a meritocracy in organizations likely contributes to the marginalization of women in the workplace. Using system justification as a theoretical basis, I offer a treatise on the connection between appraisal systems, the gender wage gap, and the limited representation of women in senior leadership positions. I conclude by offering recommendations on how organizations can overcome the status quo.