

Sample thank you letter after performance appraisal Handbook

Sample thank you letter after performance appraisal is an essential tool for employees who want to express gratitude and professionalism following a performance review. Whether the appraisal was positive or constructive, sending a well-crafted thank you letter demonstrates appreciation, reinforces commitment to growth, and helps foster positive communication with supervisors and managers. In this article, we will explore how to craft an effective thank you letter after a performance appraisal, provide sample templates, and discuss best practices to ensure your message leaves a lasting positive impression.

Why Sending a Thank You Letter After Performance Appraisal Is Important

1. Shows Appreciation and Professionalism

Expressing gratitude for the time and feedback provided during your performance review reflects professionalism. It signals that you value your manager's efforts to guide and assess your performance.

2. Reinforces Positive Relationships

A thoughtful thank you letter helps strengthen your relationship with your supervisor, fostering an environment of open communication and mutual respect.

3. Demonstrates Your Commitment to Growth

By thanking your manager, you acknowledge their feedback and show your dedication to improving your skills and contributing to the organization.

4. Keeps Communication Lines Open

A courteous thank you can pave the way for ongoing dialogue about your career development, goals, and future opportunities.

Key Elements of an Effective Thank You Letter After Performance Appraisal

1. Timeliness

Send your thank you letter promptly, ideally within 24 to 48 hours after the appraisal meeting. This shows eagerness and respect for the process.

2. Personalization

Address your manager by name and reference specific feedback or discussions from the appraisal to make your message sincere and relevant.

3. Gratitude

Express genuine appreciation for their time, insights, and support.

4. Positive Reflection

Highlight key takeaways from the appraisal that motivated or inspired you.

5. Future Focus

Mention your commitment to act on the feedback and your enthusiasm for upcoming projects or goals.

6. Professional Tone

Maintain a courteous, respectful, and professional tone throughout the letter.

Sample Thank You Letter After Performance Appraisal

Below is a sample thank you letter that employees can customize to fit their specific situation:

Subject: Thank You for the Performance Appraisal

Dear [Manager's Name],

I wanted to sincerely thank you for taking the time to conduct my performance appraisal yesterday. I truly appreciate the thoughtful feedback and guidance you provided regarding my work over the past review period.

Your insights into my strengths, particularly in [mention specific skills or achievements], motivate me to continue cultivating these areas. I also value your constructive suggestions about [mention areas

for improvement], and I am committed to acting on this feedback to enhance my performance further.

I am excited about the upcoming projects, especially [mention specific projects or goals discussed], and I look forward to contributing positively to our team's success. Your support and mentorship play a significant role in my professional development, and I am grateful for the opportunities to learn and grow under your leadership.

Please let me know if there are additional ways I can support our team or if there are specific areas you'd like me to focus on moving forward. I am eager to implement your advice and continue making meaningful contributions.

Thank you again for your time, support, and guidance. I appreciate your ongoing investment in my growth within the company.

Best regards,

[Your Name]

[Your Position]

[Your Contact Information]

Tips for Writing an Effective Thank You Letter After Performance Appraisal

1. Keep It Concise and Clear

Avoid lengthy or overly detailed messages. Focus on expressing gratitude and highlighting key points succinctly.

2. Personalize Your Message

Mention specific feedback, goals, or discussions from your appraisal to make your message authentic.

3. Maintain Professionalism

Use proper grammar, spelling, and a respectful tone, regardless of the review's content.

4. Reflect Positivity and Enthusiasm

Show your eagerness to improve and contribute, reinforcing your commitment to your role.

5. Proofread Before Sending

Ensure your letter is free of errors to demonstrate attention to detail and professionalism.

Additional Examples and Templates

1. For a Positive Appraisal

A template expressing appreciation for positive feedback and outlining your commitment to future growth.

2. For a Constructive Feedback Session

A template acknowledging the feedback and expressing willingness to improve.

3. For Team or Peer Appraisals

A template suitable for thanking colleagues or peers for their support during performance reviews.

Conclusion

Sending a **sample thank you letter after performance appraisal** is a simple yet impactful way to demonstrate professionalism, appreciation, and commitment to ongoing development. Whether your appraisal was highly positive or included areas for improvement, expressing gratitude helps foster a constructive relationship with your manager and sets a positive tone for future interactions. Remember to personalize your message, be prompt, and maintain a respectful tone to maximize its effectiveness. By doing so, you not only leave a positive impression but also reinforce your dedication to your role and organization's success.

Keywords: sample thank you letter after performance appraisal, performance review thank you email, appreciation letter after review, professional thank you note, how to thank manager after performance review

Sample Thank You Letter After Performance Appraisal: A Comprehensive Guide

Performance appraisals are a vital component of professional growth and organizational development. They provide employees with feedback on their achievements, areas for improvement, and future goals. Equally important, expressing gratitude through a well-crafted thank you letter after a performance appraisal can strengthen professional relationships, demonstrate

appreciation, and reinforce commitment to personal development. In this guide, we delve into the nuances of drafting an effective thank you letter post-performance review, offering sample templates, best practices, and detailed insights to help you leave a positive impression.

Understanding the Importance of a Thank You Letter After Performance Appraisal

A thank you letter after a performance appraisal serves multiple purposes:

- Expresses Gratitude: Shows appreciation for the time and effort invested by the manager or reviewer.
- Reinforces Engagement: Demonstrates your commitment to growth and openness to feedback.
- Builds Professional Relationships: Strengthens rapport with supervisors and colleagues.
- Reflects Professionalism: Highlights your courteous and respectful attitude.
- Facilitates Clear Communication: Clarifies any points discussed and sets the stage for future goals.

Recognizing these benefits underscores why investing time in crafting a thoughtful thank you letter is a valuable professional practice.

Key Components of an Effective Thank You Letter

A well-structured thank you letter should incorporate the following elements:

1. Proper Greeting

- Address the recipient formally (e.g., Dear [Manager's Name],).
- Use their preferred title and name to maintain professionalism.

2. Expression of Gratitude

- Clearly state appreciation for the opportunity to discuss performance.
- Mention specific aspects of the appraisal that were helpful or motivating.

3. Acknowledgment of Feedback

- Recognize constructive feedback provided.

- Show openness to growth and willingness to act on suggestions.

4. Reflection on the Appraisal

- Briefly mention key takeaways or insights gained.
- Highlight how the feedback aligns with your professional goals.

5. Reaffirmation of Commitment

- Express dedication to improving performance.
- Indicate enthusiasm for future contributions.

6. Closing Remarks and Sign-off

- Thank the reviewer again.
- Use a professional closing (e.g., Sincerely, Best regards,).
- Sign your name (typed and, if applicable, handwritten for printed letters).

Sample Thank You Letter After Performance Appraisal

Subject: Thank You for the Performance Appraisal

Dear [Manager's Name],

I hope this message finds you well. I wanted to sincerely thank you for taking the time to conduct my recent performance appraisal. I truly appreciate the opportunity to discuss my work over the past period and to receive your valuable feedback.

The insights you shared regarding my strengths, especially in [mention specific area or project], have reinforced my confidence and motivation. Your recognition of my efforts in [specific task or responsibility] encouragingly highlights the areas where I excel, and it inspires me to continue delivering high-quality work.

I also appreciate the constructive suggestions you provided concerning [mention specific areas for improvement]. I am committed to developing my skills further in this area and have already begun exploring relevant training opportunities to enhance my capabilities. Your guidance offers clear direction for my professional growth, and I am eager to implement your recommendations.

Reflecting on our discussion, I am particularly excited about the upcoming projects involving [mention upcoming responsibilities or initiatives], and I look forward to contributing meaningfully to our team's objectives. Your support and leadership play a significant role in my motivation to perform at my best.

Once again, thank you for your time, feedback, and encouragement. Please feel free to share any additional insights or suggestions in the future. I am dedicated to continuous improvement and am enthusiastic about the opportunities ahead.

Warm regards,

[Your Name]

Best Practices for Writing a Post-Appraisal Thank You Letter

To ensure your thank you letter is impactful and professional, consider these best practices:

- Be Prompt: Send the thank you note within 24-48 hours after the appraisal meeting to maintain relevance and show promptness.
- Keep It Concise: While detailed, avoid overly lengthy letters. Aim for clarity and sincerity.
- Personalize the Content: Mention specific feedback, projects, or conversations to demonstrate attentiveness.
- Maintain a Professional Tone: Be respectful, courteous, and positive throughout.
- Proofread Carefully: Ensure correct spelling, grammar, and punctuation to reflect professionalism.
- Use Proper Formatting: For printed letters, follow standard business letter format; for emails, use a clear subject line and professional font.

Variations and Additional Tips

Depending on your relationship with your manager or reviewer, you might tailor your thank you letter:

- Formal vs. Informal: Use a more formal tone for senior managers; a slightly casual tone may be appropriate for close colleagues or supervisors.
- Digital vs. Handwritten: Handwritten notes can add a personal touch, especially in close-knit work environments.
- Expressing Future Intentions: Incorporate statements about specific goals or commitments discussed during the appraisal.

Additional Tips:

- Reinforce your enthusiasm for upcoming projects.
- Mention any follow-up actions you plan to undertake.
- If appropriate, include a brief acknowledgment of team efforts or organizational support.

Potential Challenges and How to Overcome Them

While crafting a thank you letter seems straightforward, some common challenges include:

- Forgetting Specifics: To avoid generic messages, jot down key points during or immediately after the appraisal.
- Over- or Under-Expressing Gratitude: Strike a balance?be genuine without sounding overly effusive.
- Timing Issues: Delay in sending the note can diminish its impact; aim for swift delivery.
- Tone Misinterpretation: Maintain professionalism to prevent unintended miscommunications.

Overcoming these challenges involves preparation, attentiveness, and a focus on sincerity.

Conclusion

A sample thank you letter after performance appraisal is more than just a courteous gesture; it is a strategic tool that fosters positive relationships, showcases professionalism, and sets the stage for continuous growth. By understanding its importance, carefully structuring your message, and personalizing your content, you can leave a lasting positive impression that aligns with your career development goals.

Remember, a well-crafted thank you letter reflects your appreciation, receptiveness to feedback, and commitment to excellence?traits highly valued in any professional setting. Whether you choose to keep it simple or elaborate, ensure your message is heartfelt, clear, and timely. This small but impactful act can significantly influence your professional reputation and future opportunities.

In summary:

- Always send a thank you note promptly after your performance appraisal.
- Personalize your message with specific feedback or discussion points.
- Maintain professionalism and clarity throughout.
- Use the opportunity to reaffirm your commitment and enthusiasm.

- Keep the tone positive, respectful, and sincere.

By following these guidelines and using the sample template provided, you can craft an effective thank you letter that not only expresses gratitude but also strategically advances your professional journey.

Question What should I include in a thank you letter after a performance appraisal? Include gratitude for the feedback, highlight key takeaways, express commitment to improvement, and mention your appreciation for the support and guidance received. How can I make my thank you letter after a performance review stand out? Personalize the letter by referencing specific feedback, demonstrate enthusiasm for future goals, and maintain a professional yet warm tone to show genuine appreciation. Is it necessary to send a thank you note after a performance appraisal? While not mandatory, sending a thank you note is a professional gesture that shows appreciation, reinforces your commitment, and helps strengthen your relationship with your manager. When is the best time to send a thank you letter after a performance review? Ideally, send the thank you letter within 24-48 hours after the appraisal to show prompt appreciation and maintain the positive momentum. Should I mention specific goals or action plans in my thank you letter after a performance appraisal? Yes, mentioning specific goals or action plans demonstrates your proactive attitude and commitment to implementing feedback, making your appreciation more meaningful.

Related keywords: thank you letter, performance appraisal, appreciation letter, employee recognition, follow-up message, gratitude note, performance feedback, professional thanks, employer-employee communication, post-evaluation letter

PERFORMANCE MANAGEMENT 2ND EDITION HERMAN AGUINIS

Introduction to Performance Management 2nd Edition Herman Aguinis

Performance management 2nd edition Herman Aguinis is a comprehensive guide that has established itself as a vital resource for HR professionals, managers, and academics seeking to understand and implement effective performance management systems. This edition builds upon its predecessor by incorporating the latest research, innovative strategies, and practical tools to enhance organizational performance. Herman Aguinis, a renowned scholar in the field of organizational behavior and HR management, offers insights that bridge theory and practice, making this book essential for anyone aiming to optimize employee performance and organizational success.

Overview of Performance Management

What Is Performance Management?

Performance management refers to the continuous process of identifying, measuring, developing, and maintaining employee performance to meet organizational goals. It involves setting clear expectations, providing feedback, coaching, and reviewing performance outcomes. An effective performance management system aligns individual objectives with organizational strategy, fostering a culture of accountability and growth.

Key Components of Performance Management

- Goal Setting: Establishing clear, measurable, and achievable objectives.
- Performance Monitoring: Regularly tracking progress toward goals.
- Feedback and Coaching: Providing constructive feedback and guidance.
- Performance Appraisal: Formal evaluation of employee performance.
- Development Planning: Creating pathways for employee growth and skill enhancement.

Why Is Performance Management Critical?

Implementing robust performance management practices can lead to numerous benefits, including:

- Improved employee engagement and motivation
- Enhanced organizational productivity
- Better alignment of individual and organizational goals
- Increased accountability and transparency
- Facilitation of talent development and retention

The Evolution of Performance Management: Insights from Herman Aguinis

Historical Perspective

Herman Aguinis traces the evolution of performance management from traditional appraisal systems to more dynamic, integrated approaches. The 2nd edition emphasizes that modern performance management is not just about annual reviews but encompasses ongoing processes that promote continuous improvement.

Key Themes in the 2nd Edition

- Data-Driven Decision Making: Leveraging analytics to inform performance strategies.

- Technology Integration: Utilizing digital tools for real-time feedback and monitoring.
- Employee Engagement: Fostering a participative approach to performance discussions.
- Diversity and Inclusion: Ensuring performance systems are equitable and unbiased.
- Legal and Ethical Considerations: Maintaining compliance and fairness in performance evaluations.

Core Principles of Performance Management According to Herman Aguinis

Strategic Alignment

Ensuring that performance management processes align with organizational goals and strategies.

Clear Communication

Maintaining transparency and clarity in expectations, feedback, and evaluation criteria.

Continuous Feedback

Moving away from annual reviews to ongoing conversations that facilitate real-time improvements.

Fairness and Objectivity

Implementing unbiased evaluation methods to promote equity and trust.

Development Focus

Prioritizing employee growth and development alongside performance measurement.

Practical Strategies from the 2nd Edition

Implementing Effective Performance Appraisal Systems

Herman Aguinis emphasizes designing appraisal systems that are:

- Reliable: Consistent in measuring performance.
- Valid: Accurately capturing relevant performance dimensions.
- Acceptable: Perceived as fair and legitimate by employees.

Using Technology for Performance Management

Advances in technology enable organizations to:

- Collect real-time performance data
- Facilitate continuous feedback via apps and platforms
- Use dashboards for performance tracking
- Automate administrative tasks to reduce bias

Goal Setting Techniques

Applying SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals to enhance clarity and motivation.

Coaching and Development

Encouraging managers to adopt coaching approaches that focus on strengths and areas for improvement.

Performance Review Meetings

Structuring discussions to be constructive, goal-oriented, and future-focused.

Challenges in Performance Management and How to Overcome Them

Common Challenges

- Bias and subjectivity in evaluations
- Lack of employee engagement
- Inconsistent application of performance standards
- Resistance to change from traditional methods
- Legal risks related to unfair assessments

Strategies to Address Challenges

- Training managers on unbiased evaluation techniques
- Incorporating multiple sources of feedback (360-degree reviews)
- Promoting a culture of open communication
- Regularly reviewing and updating performance systems
- Ensuring transparency and documentation

The Role of Leadership in Performance Management

Leadership Commitment

Effective performance management requires active support from top management to set the tone and allocate resources.

Leaders as Coaches

Managers should serve as coaches, motivating employees and fostering development.

Cultivating a Performance-Oriented Culture

Creating an environment that values continuous improvement, accountability, and recognition.

Measuring the Effectiveness of Performance Management Systems

Key Metrics

- Employee performance scores
- Turnover rates
- Employee engagement levels
- Goal achievement rates
- Feedback satisfaction scores

Continuous Improvement

Regularly reviewing performance management practices and making data-informed adjustments to enhance effectiveness.

Future Trends in Performance Management

Emphasis on Personalization

Tailoring performance processes to individual employee needs and preferences.

Integration with Talent Management

Aligning performance management with recruitment, onboarding, learning, and succession planning.

Use of Artificial Intelligence and Analytics

Leveraging AI to identify performance patterns, predict outcomes, and inform decision-making.

Focus on Well-being and Work-Life Balance

Recognizing the importance of employee well-being in overall performance.

Conclusion

Herman Aguinis's performance management 2nd edition provides a thorough, research-backed framework for modern organizations to optimize employee performance. By emphasizing strategic alignment, continuous feedback, technological integration, and fairness, this edition equips HR professionals and managers with the tools needed to create effective, sustainable performance systems. As organizations navigate an increasingly complex and competitive landscape, adopting the principles outlined by Aguinis can lead to improved organizational outcomes, a motivated workforce, and a strong culture of performance excellence.

References

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About the Author

This article was composed to provide an in-depth overview of Herman Aguinis's Performance Management 2nd Edition, highlighting its core concepts, strategies, and future directions to aid organizations in enhancing their performance practices.

Performance Management 2nd Edition Herman Aguinis is widely regarded as a fundamental resource for understanding the intricacies of effective performance management systems within organizations. This comprehensive guide delves into the core concepts, frameworks, and practical applications that underpin successful performance management strategies. As organizations increasingly recognize the importance of aligning individual performance with overarching business goals, Aguinis's work offers invaluable insights into designing, implementing, and evaluating performance management processes that foster engagement, accountability, and continuous improvement.

Introduction to Performance Management

Performance management is a strategic approach to ensuring that employees' activities and outputs align with the organization's goals. It involves setting clear expectations, monitoring progress, providing feedback, and rewarding achievements. The second edition of Herman Aguinis's *Performance Management* expands on foundational theories while integrating contemporary research and emerging trends to equip managers and HR professionals with tools to foster high performance.

Why Performance Management Matters

In an increasingly competitive global economy, organizations must optimize their workforce's productivity to maintain a competitive edge. Effective performance management:

- Enhances employee engagement and motivation
- Clarifies roles and expectations
- Facilitates professional development
- Supports organizational agility and adaptability
- Drives strategic success

Core Concepts in Performance Management 2nd Edition by Herman Aguinis

Aguinis's second edition emphasizes several core principles essential for modern performance management systems:

- Goal Setting and Alignment

Establishing clear, measurable, and achievable goals is fundamental. Goals should be SMART (Specific, Measurable, Achievable, Relevant, Time-bound), facilitating clarity and focus.

- Continuous Feedback and Communication

Moving away from traditional annual reviews, Aguinis advocates for ongoing feedback that fosters real-time improvements and engagement.

- Performance Measurement and Appraisal

Effective measurement relies on valid, reliable, and fair metrics. Aguinis discusses various appraisal methods, emphasizing the importance of combining subjective and objective data.

- Development and Coaching

Performance management is not solely evaluative; it also emphasizes employee growth through coaching, training, and development initiatives.

- Reward and Recognition

Aligning rewards with performance outcomes motivates sustained high performance and reinforces desired behaviors.

Frameworks and Models in the Second Edition

Herman Aguinis introduces several frameworks to operationalize performance management effectively:

The Performance Management Cycle

A cyclical process encompassing:

- Planning: Setting goals and expectations
- Monitoring: Tracking performance progress
- Reviewing: Conducting performance appraisals
- Rewarding: Recognizing achievements
- Developing: Providing feedback for improvement

The Balanced Performance Measurement Framework

Integrates multiple performance dimensions, such as:

- Financial metrics
- Customer satisfaction
- Internal processes
- Learning and growth

This holistic approach ensures a comprehensive view of performance.

Practical Applications and Best Practices

Aguinis offers practical guidance for implementing performance management systems that are fair, effective, and aligned with organizational strategy:

Designing Effective Performance Appraisal Systems

- Use multiple sources of data (360-degree feedback)
- Incorporate self-assessments and peer evaluations
- Focus on behaviors and outcomes, not just traits
- Ensure transparency and clarity in evaluation criteria

Leveraging Technology

- Implement performance management software for tracking and analytics
- Utilize dashboards for real-time performance insights
- Automate feedback and recognition processes

Fostering a Performance Culture

- Promote open communication and trust
- Encourage goal alignment across teams
- Recognize and reward high performers consistently
- Support employee development pathways

Addressing Challenges

- Managing biases in performance ratings
- Ensuring fairness and equity
- Dealing with underperformance constructively
- Maintaining employee motivation during appraisal processes

Emerging Trends in Performance Management (Second Edition Insights)

Herman Aguinis's second edition discusses several trends shaping the future of performance

management:

Continuous Performance Management

Replacing traditional annual reviews with ongoing conversations and feedback, fostering agility.

Goal Cascading and Alignment

Ensuring individual goals support broader organizational objectives through clear communication.

Data-Driven Decision Making

Leveraging analytics to inform talent decisions, identify performance patterns, and predict future outcomes.

Employee Development Focus

Prioritizing skill enhancement and career growth as core components of performance management.

Inclusion and Diversity

Designing systems that recognize diverse contributions and mitigate biases.

Critical Analysis: Strengths and Limitations

Strengths

- Comprehensive Coverage: The book covers theoretical foundations and practical applications extensively.
- Research-Backed: Incorporates current research and empirical findings.
- Actionable Frameworks: Provides clear models and tools for implementation.
- Emphasis on Fairness: Addresses biases and fairness issues explicitly.

Limitations

- Complexity: Some concepts may require customization for specific organizational contexts.
- Technological Adaptation: Assumes access to advanced tools, which may not be available to all organizations.
- Implementation Challenges: Transitioning from traditional to modern systems can face

resistance.

Conclusion: The Relevance of Herman Aguinis's Performance Management in Today's Workplace

The second edition of Herman Aguinis's Performance Management is a vital resource for HR professionals, managers, and organizational leaders aiming to develop robust performance systems. Its emphasis on evidence-based practices, coupled with practical frameworks, makes it a go-to guide for navigating the complexities of performance appraisal, employee development, and strategic alignment.

In a rapidly evolving work environment characterized by remote work, technological innovation, and diverse talent pools, the principles outlined in Aguinis's work provide a solid foundation. Adopting these practices can lead to more engaged employees, better organizational performance, and a sustainable competitive advantage.

In summary, Performance Management 2nd Edition Herman Aguinis offers a deep understanding of how to design and implement performance management systems that are fair, strategic, and adaptable to change. By integrating research, technology, and best practices, organizations can foster a high-performance culture that drives success now and into the future.

Question What are the key updates introduced in the 2nd edition of 'Performance Management' by Herman Aguinis? The 2nd edition incorporates recent research findings, expanded coverage of technological advancements, new case studies, and updated best practices in performance management to reflect current trends and challenges in the field. **Answer** How does Herman Aguinis define performance management in his book? Herman Aguinis defines performance management as a continuous process of identifying, measuring, and developing employee performance to align with organizational goals and improve overall effectiveness. What are the core components of performance management discussed in the book? The book discusses core components such as goal setting, performance measurement, feedback and coaching, performance appraisal, and development planning. How does 'Performance Management 2nd Edition' address the role of technology and data analytics? The book emphasizes the increasing importance of technology and data analytics in monitoring performance, providing real-time feedback, and making data-driven HR decisions to enhance performance management processes. What practical tools and frameworks does Aguinis provide for performance management? Aguinis offers various frameworks, including goal-setting models like SMART and OKRs, performance appraisal techniques, and strategies for effective feedback and coaching to facilitate better performance outcomes. How does the book approach the topic of fairness and bias in performance evaluations? The book discusses methods to minimize bias, ensure fairness, and implement objective performance appraisal systems, emphasizing the importance of validity and reliability in assessments. What new topics are covered in the second edition that were not in the first? The second edition introduces topics such as the impact of artificial intelligence on performance

management, virtual team considerations, diversity and inclusion in evaluations, and contemporary motivational strategies. How can organizations implement the strategies suggested in Aguinis' book effectively? Organizations can implement these strategies by establishing clear performance goals, leveraging technology for continuous feedback, training managers in effective evaluation techniques, and fostering a culture of development and accountability. What is the intended audience for 'Performance Management 2nd Edition'? The book is designed for HR professionals, managers, organizational leaders, students, and academics interested in understanding and applying effective performance management practices. Why is 'Performance Management' by Herman Aguinis considered a foundational text in the field? It is considered foundational due to its comprehensive coverage of theories, evidence-based practices, practical frameworks, and its emphasis on aligning performance management with organizational strategy and human behavior.

Related keywords: performance management, Herman Aguinis, 2nd edition, employee performance, performance appraisal, talent management, organizational performance, performance measurement, human resources, management strategies

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