

ORGANIZATIONAL CONTEXT AND PERFORMANCE EVALUATION PROCESS REACTION: A STUDY OF TELECOM SECTOR EMPLOYEES OF ISLAMABAD

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ARTICLE INFO	ABSTRACT
<p><i>Article History:</i> Received: 02 Mar 2019 Revised: 10 Aug 2019 Accepted: 02 Jan 2020 Available Online: 02 Mar 2020</p> <hr/> <p><i>Keywords:</i> Job resource adequacy, co-worker relationship and organizational communication, Performance evaluation process reaction, procedural justice.</p> <hr/> <p><i>JEL Classification:</i> O11, J35</p>	<p>The present study scrutinizes the relationship among organizational context (job resource adequacy, co-worker relationship and organizational communication) and performance evaluation process reaction through moderation of procedural justice in the telecom sector of Islamabad, Pakistan. The cross-sectional survey is conducted through adaptation of structured questionnaire as a primary source of data collection. A structured questionnaire was floated among 192 employees working in telecom sector. The study expands on applicable research in this region and stretches out the research in the Pakistani context. To test the hypotheses, multivariate analysis, descriptive statistics, correlation, factor analysis and linear regression is used to analyze the impact, Structured Equation Modeling (SEM) is used to identify multiple relationship effects. The structural model was assessed by using Smart PLS 2.0. The study reveals that reactions to performance evaluation process are positively and significant associated with the independent variables, job resource adequacy, organizational communication and co-worker relationship.</p>

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1. INTRODUCTION

The performance appraisal process, having significant impact upon employees, has become a powerful institution in the work setting. Worldwide, competitive associations rely on the uniqueness of their human capital and the frameworks for overseeing HR viably and productively to increase upper hands. Execution assessment is a standout amongst the hugest human resources practices in organizations due to its critical linkages with hiring the best pool of candidate, training, compensation, and other employment practices. (Ferris et al., 2008). As indicated by Ingraham and Jacobson (2001), more than 90% of extensive associations employ some execution assessment framework whereas, in government sector 25% of employees require yearly performance evaluations that reflects lower attention towards performance evaluation process. Responses to feedback are dared to show general framework manageability (Bernardin and Beatty, 1984), and to impact future occupation execution (Kluger and Denisi, 1996) and in addition organizational demeanors and employment attitudes (Taylor et al., 1984). The present study fills a gap in comprehension of representative reactions towards performance evaluation forms discovered discernment, the trade between what happens in an authoritative domain including organizational communication adequacy, coworker relationship, job resource adequacy and a cognitive framework of individuals (Elsbach et. al, 2016). Low-quality performance evaluation experiences are associated with decreased employment fulfillment, weaker organizational commitment, and enlarged goals to quit (Brown et al., 2010). In this way, worker's provide positive response towards performance evaluation remains a wanted segment of performance management frameworks (Boswell & Boudreau; 2002).

In this new era, the demand for employee appraisal systems is increasing in both public and private sectors. Performance appraisal usually includes 'evaluating the performance of managers, subordinates, peers, supervisors, and even workers themselves based on the judgments and opinions (Jackson & Schuler 2015). Studies conducted by

previous scholars have mainly focused the developed countries like USA, but no study has been conducted in developing countries like Pakistan. So, this examination will investigate responses to performance evaluation frames as understandings by observing the relationship between key essentials of individual patterns around an organizational domain, course of action for evaluation, and these responses in corporate division.

1.1 Research Question

- Is there any influence of job resource adequacy on Performance evaluation process reaction?
- Is there any influence of workplace communication on Performance evaluation process reaction?
- Is there any influence of co-worker relationship on Performance evaluation process reaction?
- Is there any influence of workplace communication on Performance evaluation process reaction through moderation of procedural justice?
- Is there any influence of job resource adequacy on Performance evaluation process reaction through moderation of procedural justice?
- Is there any influence of co-worker relationship on Performance evaluation process reaction through moderation of procedural justice?

1.2 Research Objectives

- To examine the influence of job resource adequacy on Performance evaluation process reaction.
- To examine the impact of workplace communication on Performance evaluation process reaction.
- To examine the influence of co-worker relationship on Performance evaluation process reaction.
- To examine the impact of workplace communication on Performance evaluation process reaction through moderation of procedural justice.
- To examine the influence of job resource adequacy on Performance evaluation process reaction through moderation of procedural justice.
- To examine the influence of co-worker relationship on Performance evaluation process reaction through moderation of procedural justice.

2. LITERATURE REVIEW

2.1 Performance evaluation process reaction and job resource adequacy

Job resource adequacy portrayed as the extent to which individuals have the strategies accessible to them in their prompt work circumstance to use with their significant capacities and inspiration to perform business related objectives (Bacharach and Bamberger, 1995; Villanova and Roman, 1993). Consistently limited in the negative and called "situational goals," work assets have been found to impact activity (Howell et al., 1986), motivation (Peters and O'Connor, 1980), work execution (Gilboa et al., 2008), and participation (Prasad and Akhilesh, 2002). At the end, deficient employment assets may restrain the impact of social support at work on affective commitment, when job resource adequacy is high, individuals orchestrate their imperativeness toward gaining fancied results (Peters and O'Connor, 1980). Performance evaluation process reaction affected by a worker's cognitive preparation. Employee reactions inside of an affiliation are typically characterize into four types: motivation, satisfaction, responsibility, work engagement, or commitment. Job resource adequacy is the extent to which people have the sufficient resources in hand to accomplish work related objectives. Assets required by people to perform their tasks may incorporate equipment and tools, materials, offices, support services, space, and ample time to complete a task. Rousseau and Aube (2010) recommend that the level of impact of supervisor and coworker supports on affective commitment depend upon the adequacy of job resources and the positivity of surrounding conditions.

Emmerik, Bakker and Euwema (2009) examined the relationship between occupation requests and assets from one viewpoint, and delegates' appraisals of definitive change. Results demonstrate that passionate demands, yet not workload, are adversely identified with more good assessments of hierarchical change. Concerning resources, results demonstrate that backing from the boss, job control, and open doors for expert advancement is connected with more ideal assessments of authoritative change. According to Fuller, Marler, & Hester, (2006) defined job resource adequacy as desired assets by a people in an organization to perform their tasks, duties and obligation these may incorporate; tools and instruments, materials, space, support services, offices, and time. In this manner, access to assets flags the association's trust that assets will be utilized dependably (i.e. trust in the individual underlies access to assets), and additionally the desire that people will take part in gainful conduct. Martinez-Tur, Peiro & Ramos (2005) portray as unmistakable or physical authoritative impediments that likewise limit performance. Comprise of breakdowns in innovation and absence of material assets (e.g. work materials, instruments and hardware, the physical environment). Technical imperatives are exceptionally helpful in foreseeing consumer loyalty with administration associations.

2.2 Performance evaluation process reaction and organizational communication adequacy

Organizational communication adequacy is a characteristic of the association's psychosomatic surroundings, which incorporates timely flow of information both up and down in a chain of command and correspondence channels. Communication adequacy includes timely flow of information both upward and downward in hierarchy and workers understand communication channels. An institution that supports open communication may incorporate segments, for instance, flyers, online networking, dialog sheets, and town lobby get-togethers also known as town-hall meetings. Such a workplace develops obligation through correspondence and supports people against employment stressors (Laabs, 1998; Sutton and Kahn, 1987). Interestingly, inadequate correspondence prompts part push, part strife and vulnerability, and low quality relationship among administrators and people (Day et al., 1998; Farr-Wharton and Brunetto, 2007; Senatra, 1980). The least conversation that does occur is generally between manager and subordinate within organization will result into dissatisfaction with evaluations Voice, a portion of an association's atmosphere, is the demonstration of allowing individuals who have a stake in a choice to present data pertinent to it (Korsgaard and Roberson; 1995).

According to Mayfield and Mayfield (2011), the effective input for learning in organizations explores that the correspondence of compelling pioneer is most imperative at all levels in this context since top pioneers produce organizational vision, mid-level management translates and transfers this vision, and immediate boss feedback is most persuasive with representative. As indicated by Verbos (2014), communication adequacy adds to representative's social perceptions and to a general authoritative example. Organizational communication incorporates sharing of a data, basic leadership, coordination and inspiration (Myers & Sadaghiani, 2001)).

According to Jung (2014) found that critical messages proposed by employees are ignore or distorted simply because the communication method is inappropriate. In addition, attributes of the voice message, voice supplier, and the circumstances in which voice was being passed on have been found to impact reactions by voice beneficiaries asserted that supervisor's reactions to representative voice depend on the substance of voice. Thus, by helping employees to develop appropriate communication skills for effective change-oriented interactions, which are based on mutual understanding and politeness, managers may be able to encourage improvement of the organization as a whole. Then again, organizational supervisors additionally may need to consider the approaches to better oversee work environment correspondence. The discoveries of the examination recommend that basic messages proposed by representatives might be disregarded or bended just in light of the fact that the specialized technique is unseemly. Accordingly, by helping workers to create fitting relational abilities for viable change-arranged communications, which are especially taking into account common comprehension and amiability, chiefs might have the capacity to energize change of the association overall.

2.3 Performance evaluation process reaction and co-worker relationship

Co-worker relationship focused on environment that individual experiencing positive interpersonal interaction with their co-workers in their work. In other words, an open and supportive environment helps employee to work in a secure place. Anitha J. (2013) indicated significant effect on worker engagement and at last to representative execution. Steady and trusting interpersonal connections additionally a strong bunch, advance agent engagement. An open and relentless environment is key for agents to feel safe in the workplace Enduring circumstances grant people to examine and to endeavor new things and even fail without trepidation of the outcomes. May, Gilson & Harter (2004) found that associations in the workplace altogether influenced weightiness, one of the fragments of engagement. People who have compensating interpersonal co-operations with their co-workers likewise ought to encounter more noteworthy significance in their work. Brown, Hyatt & Benson, (2010) examine the part of low quality performance evaluation on three human resource management results (work fulfillment, hierarchical duty and aim to stop).

Rich, Lepine and Crawford (2010) examination proposed to enhance comprehension of variability in work part exhibitions has concentrated on illustrative ideas that stress moderately contract parts of worker's selves. Work fulfillment is advanced through positive view of employment attributes, managers, and colleagues and is likewise impacted by contrasts in individual identity. Coworker support alludes to the level of help approved by work accomplices (Liao, Joshi, and Chuang, 2004). The backing from colleagues fuses the procurement of minding, substantial guide, and data (Ducharme and Martin; 2000, Parris; 2003). The support gave by immediate supervisors and coworkers may grow representatives' solace inside the association by satisfying prerequisites for esteem, endorsement and association (Stinglhamber and Vandenberghe, 2003). In this manner, representatives have a emotionally satisfying work experience and, with time, they add to an enthusiastic connection to their utilizing association.

Subsequently, as indicated by empirical study displayed by (Rousseau and Aube; 2010) states that the relationship between colleague support and full of feeling responsibility are unite in performance evaluation process reactions. Research conducted by Chiaburu & Harrison (2008) states that people might create exchange relationships with their immediate boss that are not quite the same as those they involvement with their coworkers. According to Ng & Sorenson (2008) examined the coordinating a portion of sex introduction, residency, and work sort in the support–attitude relationship and hypothetical model presents to conjecturing relationships among perceived organizational support, and work attitudes. As far as model presented in this research focuses on variables, concentrates on the work mentalities of occupation fulfillment, emotional duty, and turnover aim. Work fulfillment is a positive passionate state coming about because of great work experience.

2.4 Moderating role of procedural justice

Procedural justice refers to the perceived fairness of the procedures used to make decisions (Colquitt & Greenberg, 2003; Thibaut & Walker, 1975). One defining element of procedural justice is providing individuals with voice in making decisions that affect them (Thibaut & Walker, 1975). Leventhal (1980) proposed that fair procedures also include, for instance, bias suppression rather than decisions based on preconceptions; accuracy in terms of reflecting all available, relevant information; and correctability in light of employee input. In the context of performance appraisals, procedural justice pertains to the apparent fairness of the procedures by which an individual's performance is evaluated (Greenberg, 1986). The strong employee reactions to perceived procedural injustices outlined in the opening paragraph, especially in the highly socioemotionally and economically salient context of performance evaluations (Murphy & Cleveland, 1995), has inspired theory and interventions aimed at improving the procedural fairness with which performance appraisals are conducted in organizations.

In a pioneering study, Greenberg (1987) reasoned and showed that a manager keeping detailed records facilitates the extent to which employees perceive that their performance appraisals accurately reflect their actual work behaviors. Empirical support has been provided by Folger et al.'s (1992) due process model. Specifically, a field experiment by Taylor et al. (1995) examined employee reactions to a performance appraisal system delivered in accordance with Folger et al.'s due process principles. The employees assigned to the due process condition received lower performance evaluations than those in the control condition, they nonetheless displayed more favorable reactions—specifically, to the perceived system fairness, appraisal accuracy, attitudes toward the system, evaluations of managers, and intentions to remain with the organization (Taylor et al., 1995).

Several subsequent studies (e.g., Cole & Latham, 1997; Greenberg, 2001; Skarlicki & Latham, 1996, 1997) have also demonstrated that methods such as explaining procedural justice principles, followed by activities including facilitated case analyses and role-plays, can improve managers' procedural justice. In contrast to this substantial stream of research, as well as the emerging literature on individual differences in employees' procedural justice sensitivity (e.g., Colquitt, Scott, Judge, & Shaw, 2006; Kamdar, McAllister, & Turban, 2006; Scott & Colquitt, 2007), only one published study has examined the dispositional characteristics of managers that are associated with their perceived procedural justice. Specifically, Mayer et al. (2007) examined whether leader personality, operationalized using the five-factor model (FFM) of personality, predicts the organizational justice climate within leaders' departments. They found that managers' Agreeableness and Conscientiousness positively predicted, while Neuroticism negatively predicted, procedural justice climate. On observing that the observed effects are "relatively small," however, Mayer et al. (2007: 954) noted that "the broad dimensions of the FFM may not be the most useful individual differences to examine when studying organizational justice" and recommended that future studies examine the role of dispositions other than those comprising the FFM. In accordance with this suggestion, we next outline the nature of implicit person theory (IPT), followed by theory and research pertaining to why we believe managers' IPTs might influence the degree of procedural justice they are perceived as exhibiting.

2.5 Conceptual framework

To identify the impact of determinants of organization on performance evaluation process reaction, following model has been develop for our study:

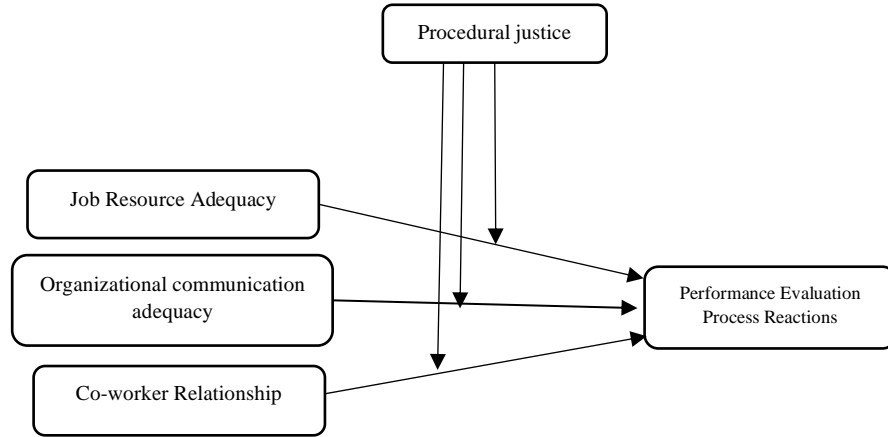


Fig. 1. Development of Conceptual framework

3. RESEARCH METHODOLOGY

Population of the present study were the employees of the banking sector of Pakistan. The size of the study included employees working at telecom sector in Islamabad and Rawalpindi. The purpose of choosing managerial cadre was to ensure that researcher receive genuine responses and the respondents have sufficient qualification and experience so that they may fill the questionnaire honestly and with complete understanding. Convenience sampling has been used by keeping in view the fact that employees of organizations of Rawalpindi and Islamabad were conveniently approachable. Structured questionnaire was used as an instrument for data collection. The questionnaire was distributed among the employees of telecom sector in Islamabad and Rawalpindi. Content and face validity were ensured with the help of professional experts, instrument was modified in line with their recommendations. The objective of content validity is to examine as to what extent items were covering all dimensions of a particular variable and to make sure that items were developed in a way that all respondents can read and understand them without any problem (Cooper & Schindler, 2001). Based on the recommendations of the experts, certain items were excluded. The revised and final questionnaire was then distributed among the participants for pilot testing with a covering note explaining the purpose of the research.

4. DATA ANALYSIS AND RESULTS

4.1 Descriptive statistics

Table 1. Assessment of descriptive statistics

		Frequency	Percent	Valid Percent
Gender	Male	78	40.6	40.6
	Female	114	59.4	59.4
Education	Graduate	96	50.0	50.0
	Post-graduate	96	50.0	50.0
Tenure	Less than 1 year	48	25.0	25.0
	1-5 years	96	50.0	50.0
	More than 5 years	48	25.0	25.0
Marital Status	Single	36	18.8	18.8
	Married	155	80.7	80.7

The first demographic dimension was Gender, which was sub-categorized into Male and Female population. Out of total 192 survey respondents, 78 were male which constituted 40.6% of respondents and 114 were female, which constituted 59.4% of respondents. Hence majority of respondents were female. The second survey dimension was education. As it turned out that 93 respondents had an graduate degree, which constituted 50% respondents and 93 had a post graduate qualification, which made up 50% respondents. Third survey dimension in terms of demographics was Experience which included respondents with less than 1 year experience, between 1-5 years, and more than 5 years in all. Amongst them, 48 had less than 1 year experience constituting 25% respondents; 96 had an experience between 1-5 years and constituted 50% survey respondents which turned out to be highest number; 48 had an experience of more than 5 years, which constituted 25% survey respondents. So majority of the respondents belonged

to the 1-5 years' experience. Fourth demographic survey dimension was marital status which consisted of single, married. 31 respondents belonged to the single, which made up 18.8% respondents, and 155 belonged to the married, making up 80.7% respondents. So the majority of the respondents were single.

4.2 Assessment of the measurement model

In model evaluation, the measurement model was undertaken to insure the model validity and reliability. Based on partial least square structural equation modeling, the assessment of measurement model was examined by using SmartPLS 3.0 (Ringle et al., 2005). To determine the measurement model convergent validity, discriminant validity and reliability of the measurement of construct have been examined

Table 2. Construct reliability, Cronbach's alpha, composite reliability and AVE of all the latent variables

Construct	Items	Loadings	Cronbach's alpha	Composite reliability	Average variance extracted
communication adequacy	CA1	0.949857	0.737122	0.830959	0.643634
	CA2	0.418936			
	CA3	0.923669			
Co-worker relationship	CRQ1	0.914354	0.841793	0.888359	0.617052
	CRQ2	0.676565			
	CRQ3	0.707364			
	CRQ4	0.841211			
	CRQ5	0.763856			
job resource adequacy	JRA1	0.862776	0.968003	0.973548	0.840487
	JRA2	0.884753			
	JRA3	0.879346			
	JRA4	0.96211			
	JRA5	0.957535			
	JRA6	0.971201			
	JRA7	0.892875			
performance evaluation reaction	PER1	0.916228	0.909982	0.931717	0.668015
	PER2	0.602202			
	PER3	0.916228			
	PER4	0.916228			
	PER5	0.557899			
	PER6	0.878338			
	PER7	0.843983			
procedural justice	PJ3	0.889038	0.732245	0.805408	0.514352
	PJ4	0.609256			
	PJ5	0.697795			
	PJ6	0.639458			

Before determining the convergent validity, the researcher examined loading and cross loadings of all items of the variables to point out any problem which serve as a pre requisite for measurement model. As argues by Hair et al. (2014), convergent validity is obtained when the factor loading of all the items higher than 0.5 and no loading of any item from other construct have higher loading. Regarding this study concerned out of 37 items 35 items have their loading above than 0.5 as shown Table 2, which also demonstrated Cronbachs alpha, composite reliability and average

variance extracted (AVE) values of all constructs. The composite reliability should be accepted at least 0.70 and AVE should be at 0.50 (Fornell&Larcker, 1981; Hair et al., 2014). As shown in the Table 2, all the constructs have high reliability and their average variance extracted (AVE) is greater than cut off point of 0.50 which is indication of reliability of the measurement model. This study calculated Cronbachs Alpha to find out internal consistency of the data. According to (George &Mallery, 2003) which provide the rule for deciding the value alpha; “ $\alpha > 0.9$ - Excellent, $\alpha < 0.8$ - Good, $\alpha < 0.7$ - Acceptable. As for as this study concerned Table 2 indicates that all constructs have Cronbachs Alpha value more than 0.6. So this is the indication of all the variables in the study have good consistency.

4.3 Assessment of correlation matrix

Correlation matrix is to assure the external consistency of the model, based on the correlation between the latent variables the constructs were compared with square root of AVEs. As shown in Table 3 all the correlations between the constructs are lower than square root averages (AVEs) of which are bolded in diagonal.

Table 3. Correlation matrix

	CA	CRQ	JRA	PER	PJ
CA	1				
CRQ	0.907343	1			
JRA	0.039016	0.129901	1		
PER	0.82976	0.876409	0.150885	1	
PJ	0.837901	0.827685	0.126634	0.732487	1

4.4 Assessment of structural model direct relationships

To assess the structural model hypothesis testing with path coefficient and T-value, effect size and predictive relevance of the model were examined.

4.4.1 Direct hypothesis testing

In PLS, structure model gives inner modeling analysis of the direct relationship among the constructs of the study and their t-values as for as path coefficients. As argued by Henseler et al. (2009), the path coefficient is the same as standardized beta coefficient and regression analysis. Where beta values of the coefficient of the regression and t-values are examined to decide on the significance. Following the rule of thumb by Hair et al., (2014), Bootstrapping method was performed (with 500 sampling iterations for 192 cases / observations) to obtain beta values of the coefficient of the regression and t-values which greater than 1.64 is considered to be as significant, which is further used for making decisions on the purposed hypothesis. Table 4 illustrates that all hypotheses that were supported and accepted have t-value greater than 1.64 and the hypotheses which are rejected had t-value less than 1.64. It was fully explained in Table 4 which shows the effect of all constructs on dependent variable career success.

Table 4. Direct hypothesis testing results

	Sample Mean	Standard Deviation	Standard Error	T Statistics	Findings
CA -> PER	0.244467	0.100066	0.100066	2.453711	Accepted
CRQ -> PER	0.696689	0.099891	0.099891	6.871554	Accepted
JRA -> PER	0.054781	0.037651	0.037651	1.988849	Accepted

Table 5. Moderator hypothesis testing results

	Original Sample	Sample Mean	Standard Deviation	Standard Error	T Statistics	Findings
CA * PJ -> PER	2.433273	2.493452	1.078801	1.078801	2.255534	Accepted
CRQ * PJ -> PER	1.236765	1.284855	1.187608	1.187608	1.041391	Rejected
JRA * PJ -> PER	0.839275	0.697877	0.46834	0.46834	1.79202	Accepted

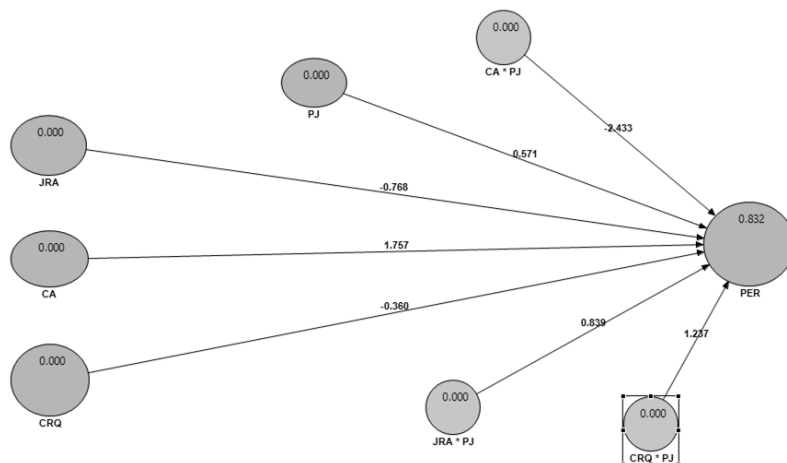


Fig. 2. PLS algorithm

To calculate the moderating effect, the researchers run PLS algorithm to obtain the beta coefficients values which are given in Table 4. Regarding the hypothesis testing, the researchers run bootstrapping method to check whatever employee wellbeing moderates relationship between (training, compensation, career planning, mentoring) and employee performance. As shown in Table 5, out of five moderating interaction hypothesis two hypothesis are significant at $p < 0.1$ and remaining two are insignificant at $p < 0.1$. At the same time, the R^2 value is increased to 0.86 by introducing employee wellbeing as moderating variable between (training, compensation, career planning, mentoring) and employee performance.

5. DISCUSSION

This study examines the post performance evaluation process reactions of the employees. The approach we have carried confirms to involve different interventions to enhance the employee performance and satisfaction. This research is helpful in providing base for the fact that organizational communication, job resources and coworker's relationship effect the employee performance positively. A social cognitive way can be carried in future studies if the influential factors to performance evaluation are needed to be illuminated. Also plentiful job attributes may be helpful for the employees to see the evaluation process positively. The same way scarce job resources can result the other way after performance evaluation process. According to Bernardin and Beatty, 1984; Dipboye and de Pontbriand, 1981 individuals cannot be made accountable for their performance if they don't have adequate job resources. This concludes that the role of lack of resources in the performance evaluation process must not be neglected by the managers as the might face negative situated cognitions from the employees when they are asked to prepare for the process.

The H2 and H6 are about the organizational communication adequacy which is an important factor which ultimately results in positive reactions by the employees to the performance evaluation process. The findings of this study also broaden the communication theory which focuses on the importance of resource availability for the employees (Gorden and Stewart, 2009) and according to this research if open communication atmosphere is provided to the employees they will more positively take the performance evaluation process. This communication process can be improved through organization's news letters, social media, news electronic bill boards, FGDs and town hall type meetings etc to welcome ideas input from the employees. Surveys, feedback and upward communication can be some more tools to improve the communication adequacy and in a result the positive reactions to the performance evaluation process. It is also concluded that better coworkers relationships also results in positive reactions to the evaluation process because of the employee's positive thinking. Further research on the role of social cognition in driving the employee perception about evaluation process is needed because of its importance and need evident from the past couple of decades (Feldman, 1981; Landy and Farr, 1980)

6. LIMITATIONS, IMPLICATIONS AND FUTURE DIRECTIONS

It is important to note that several limitations of this study may negatively affect the generalizability of the results. First, all the constructs in our research model were measured by respondents' perceptions, which are subjective data collected from one period of time. first, from the methodology perspective the cross-sectional survey method largely

depends on the immediate recall and experience of respondents, who to some extent may have difficulties in measuring or reflecting the real conditions of employee performance. Future research could conduct a longitudinal study to enrich the findings by providing more relevant information on the potential variations of the links between independent and dependent variables within the same sample across time. In addition a lab experiment or field experiment can also be used to test the moderating effects of employee procedural justice from the design science research perspective.

6.1 Implication

This study identifies and strongly suggests the need of Job resource adequacy and communication adequacy to be considered by the HR professionals for a performance evaluation process so that positive feelings could be generated about the process. This study further supports the positive aspects of relationships with coworkers which must be focused through organizational culture and norms and in a result more supportive organizational environment will be created. Murphy and Cleveland (1995) characterized techniques into nomothetic and idiographic approaches involving analyzation of workplace features and also identifying skills that are important to achieve performance goals. It can also be called contextualization approach which can result in having a fit between performance evaluation setup and work performance the organization facilitates and the work performance controlled by individual's own self. Finally, the managers must take into account, the human factor in the organizations, during the time when there are less resources due to economic severity. Individuals must be evaluated considering what they are having in the organization i.e communication adequacy and coworkers relationship at the workplace. The performance will benefit the organization and individual himself to improve their behaviors if the performance evaluation process improves.

6.2 Future direction

Research context was limited to service sector of Islamabad, while the future research can be extended to different sectors of different cities to get more significant results. Small number of respondents has been chosen for this study so a similar study should be conducted by increasing a sample size. The researcher acknowledges if generalizability is needed, the study should be replicated with new measures and using redome sampling at the organization. It is believed by the researcher that a situated cognition approach can attract the researcher to further work on protection of resource model (Hobfoll, 1989). Employee with more resources at workplace will have more positive attitude towards performance evaluation process and they may have different perception towards job resource adequacy as compared to the workers with less resources at workplace. Researchers who follow Gruman and Saks (2011) considering employee engagement a tool for performance management can research on the relationship between performance management and employee engagement more broadly. Further research can also be carried to improve performance evaluation process through social cognition.

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