

Perceived Performance Appraisal Purposefulness Failure and In-Role Performance and Retaliation: Testing Injustice as Mediator in Public Sector of Pakistan

Sumaira Aslam Dr. Muhammad Bashir Khan
 International Islamic University, Islamabad, Pakistan

Dr. Najeeb Ullah
 Gomal University, Dera Ismail Khan, Pakistan

Abstract

This research investigates the relationship between perceived performance appraisal purposefulness failure, overall injustice perception, in-role performance and retaliation in public sector of Pakistan, using the overall injustice as mediator. The results were obtained from 380 civil servants across twelve occupational groups appointed in the major cities of Pakistan. The study uses a time lag design to collect data at two different times (Time1, and Time2). The data on in-role performance and retaliation was peer reported. Drawing from the organizational justice theory, the study found that PA purposes failure are associated with overall injustice perception of employee and that the level of perceived overall injustice is associated with the level of in-role performance and retaliation. The results also reveal that perceived injustice perception partially mediates the relationship between performance appraisal purposes failure and in-role performance, but there is found no mediation with retaliation. The findings of study have research and practical implications for civil servants and public organizations in a new geographic context. This study is one of the rare attempts to test the influence of all facets of performance appraisal and overall injustice on in-role performance and retaliation.

Keywords: Performance appraisal purposefulness failure, Injustice Perception, In-role performance, Retaliation and Perceived organizational support.

1 Introduction

Human resource management (HRM) needs to evaluate the performance in organizations to achieve multiple benefits. This leads to an improvement in operational performance and creates the possibility for overarching communication, employment decisions and the development of personnel development strategies (Coens & Jenkins, 2000). Though the goal of performance evaluation is to bring motivation in individuals and adapt their behavior to the organization's goals (Mondy & Noe, 2005; Khoury & Analoui, 2004), the performance appraisal is not smooth always and not always much productive. In fact, performance evaluation becomes destructive if the performance evaluation system lacks objectivity in performance criteria and fairness in procedures adopted (Coens & Jenkins, 2000). Previous research shows that performance appraisals meant to use for administrative purposes involving (salary decisions, promotion criteria and allocation decisions, deciding about employee retention / termination or layoffs); and the developmental decisions includes (training and development of employees; providing regular feedback to appraise; transfer decisions of employees; evaluating and deciding the strengths and weaknesses of employee) (Boswell & Boudreau, 2000; Youngcourt, et al., 2007; Murphy & Cleveland, 1991; Cardy & Dobbins, 1994; Flint, 1999; Cook & Crossman, 2004). Despite of a good amount of research on the various aspects of performance appraisal, many systems are far from perfect in practice. In the current age, HR professionals are looking for a PAS method that can assess the performance of employees' work-related attributes by keeping the system up-to-date and compatible with ever-changing environments (CIPD, 2009). Therefore, organizations have observed the failure of their PA systems, and would thus benefit from a theoretical model that should improve the effectiveness of PA (Schraeder, Becton, & Portis, 2007; DeNisi & Kluger, 2000; Atkins & Wood, 2009). A number of shortcomings have been pointed out in the literature that are attributed to many existing PA systems (Claus & Briscoe, 2009; Maley & Kramer, 2014). For example, lack of perception and achievement of PA-purposes (Meyer, 1991); Lack of reliable, valid and objective performance measures (Folger, et al., 1992; Ilgen, 1993; Murphy & Cleveland, 1995), poor interpersonal relationships between reviewers and reviewees (Murphy and Cleveland 1991, Greenberg, 1991). Therefore, it is not easy to predict what the effectiveness of a PA system (Claus & Briscoe, 2009; Levy & Williams, 2004; Chiang & Birtch, 2010; Tuytens & Devos, 2012). Based on this, we assume that the problem facing the PA practitioner is a lack of a general, holistic theory of the effectiveness of PA systems. Over the years, the literature on the effectiveness of PA systems has proposed numerous solutions to the above problems, but PA theory and practice still provide a holistic framework for their effectiveness.

Performance appraisal purposes are a key phenomenon of performance appraisal effectiveness and to implementation of an effective performance appraisal system requires the organizations to distinguish various

types of performance appraisal purposes to achieve them successfully as suggested by Meyer, 1991. The prior research on performance appraisal purposes covers the need to distinguishing the various performance appraisal purposes (Cleveland, et al., 1989). Resultantly number of research attempts were made to distinguish the PA purposes (Baruch, 1996; Milliman, Nason, Zhu, & De Cieri, 2002; Youngcourt, et al, 2007; Abu-Doleh & Weir, 2007; Iqbal, 2012; Iqbal, Akbar, & Budhwar, 2014). Many of Empirical research suggests that administrative and developmental purposes remained the research focus in existing literature (DeNisi & Gonzalez, 2000; Murphy & Cleveland, 1995) but there is limited or no comprehensive study covering all types of perceived performance appraisal purposes (young court, 2007; Iqbal, 2012; Ikramullah, et al., 2016). Moreover, employee's attitude and behaviour related to performance appraisal purposes remained somewhat unexplored (Boswell & Boudreau, 2000). Research in Organizational psychology suggests two different forms of performance appraisal context areas; first includes the structural dimension, i.e. the assessment system itself, and (b) the perceptual or cognitive dimension which occur between rater and ratee throughout the appraisal process (Giles et al., 1997). Cropanzano et al., (2001) argued that appraisal quality depends on the structural as well as on the psychosomatic and perceptual factors (Kim & Rubianty, 2011; Murphy & Cleveland, 1991; Greenberg, 1986; Landy, et al., 1978) such aspects clarifies that an effective appraisal system might include structural and psychosomatic views that predicts the overall appraisal in order to work with an optimum performance level (Giles et al., 1997). However, most of previous studies with regards to employees' fairness perception of performance appraisal, have widely discussed the structural aspects relatively to discussing the cognitive or psychosomatic views. (Harrington & Lee, 2015). There is quite little research to explore the main organizational and psychosomatic factors which are affecting employees' fairness perception of appraisal, particularly in public owned organizations. (Harrington & Lee, 2015). Previous research shows that PA is an important problem in the case of Public sector organizations (McEvoy, 1990). Perceived appraisal fairness is a critical concern in practices of public sector human resource, since performance appraisals could be one from the most complex and questionable HRM practices in public sector organizations (Kim & Rubianty, 2011; Roberts, 2003).

Banks and Murphy in (1985) stated, it is generally assumed that performance assessments tend to deteriorate, that they are not very accurate, and that are not readily accepted by users. Thus performance assessment systems are often associated with enlarged dissatisfaction, demotivation, conflict, and rejection for both rater and ratee (Kammerlind et al., 2004, Silverman & Wexley, 1984). In order to control the possible factors destructing the performance appraisal system, the organizations needed to adopt an appraisal procedures consisting on objective and assessable performance appraisal criteria. (Simsek et al., 2013). Consistent to this, the conception of justice, as it is perceived by both rater and ratees, is important in performance evaluation processes. Although the results of the evaluation are fair, procedures used to achieve these results may be unfair (Erdogan, 2002). This study provide a thorough mechanism of how purposes failure damage the fairness perceptions of appraisal of civil servants which eventually might decreases the in-role performance and increases the retaliation. Furthermore, the study uses cognitive justice model (burge, 2005) to explain the various relations hypothesized in conceptual framework, which has rarely been used in performance appraisal context.

2 Review OF LITERATURE and Hypotheses development

2.1 Perceived Performance appraisal purposefulness failure and injustice perception:

Performance assessments measure the quality of employees' work to provide information for decision-making and / or suggestions for improvement (Cawley, Keeping & Levy, 1998, Jacobs et al., 2014. Research has shown that feedback can and should be emotional responses Organizational Results (Jacobs et al., 2014; Kluger & DeNisi, 1996). When employees are subject to interpersonal abuse and inadequate explanations of outcomes and procedures at work, the result is often feelings of injustice and dissatisfaction (Salvarajan & Cloninger, 2012 Such reactions may lead to negative organizational outcomes such as theft, retaliation, and intentions to leave the organization (Brown, Hyatt & Benson, 2010, Greenberg, 1990, Skarlicki & Folger, 1997). It is worth noting factors that hinder those effectiveness of feedback on performance assessment, so that organizational goals are not and cannot be hindered. Negative attitudes and outcomes follow, such as impaired performance, motivation and satisfaction of the assessment (Patient & Skarlicki, 2014; Selvarajan & Cloninger, 2012).

2.1.1 Administrative purposes failure and injustice perception:

According to Denisi, (1984) Appraisals for administrative decisions may require the appraisers to pursue the behaviors focused on traits and to trigger schematics concerned employee traits (e.g. an energetic worker). A number of studies relate performance appraisal purposes with justice perceptions (e.g. (Palaiologos, et al., 2011; Greenberg J. , 1990; Erdogan, 2002; Youngcourt et al., 2007; Jawahar, 2007) and found that all type of justice are related but distributive justice have larger effects particularly on personal level outcomes such as administrative or evaluative purposes. Research also shows that developmental performance Appraisals have lesser chance of rating biasness as compare to administrative purposes (Meyer et al., 1965). So it means that administrative purposes failure influence the injustice perceptions of employees.

Hypothesis 1(a): Perceived administrative purposes failure is positively related to overall injustice perceptions.

2.1.2 Developmental purposes Failure and injustice perception

The second element 'within individuals' has developmental emphasis and denoted as developmental purposes in recent literature (Iqbal, et al. 2014), also theorize as individual focused purposes (Jawahar, 2007; Palaiologos, Papazekos, & Panayotopoulou, 2011). Developmental purposes mainly include identifying the training needs of individuals; providing feedback on performance; transfers and assignments decisions; and identifying strengths and weaknesses of employees. These purposes focus on competency improvement and individual development of employees (Palaiologos, Papazekos, & Panayotopoulou, 2011). Previous research proved significant relationship between purposes of performance appraisal and justice perception like Procedural justice is improved via greater adherence to the "due process" measures, comprised on lack of biasness, accuracy, and consistency (Leventhal et al., 1980). According to justice theory if individuals perceive that the existing appraisal system is proving support for the implementation of developmental purposes as well as ensure the accuracy of performance evaluation, the can leads towards the employee acceptance of system. But in case of dissatisfaction of individuals and in presence of unfairness perceptions, there will be lesser chances of acceptance and use of appraisal results (Giles & Mossholder 1990; Keeping & Levy, 2000).

Hypothesis 1(b): Perceived development purposes failure is positively related to overall injustice perceptions.

2.1.3 Strategic Purposes Failure and injustice perception:

Strategic purposes or System maintenance include planning for individuals; accessing the training needs; estimating the goal achievement motives; measuring personnel system; reinforcing authority; structure; and identification of development needs in the organization. Research shows that strategic issues are considered most important, because these links selected appraisal system and business strategy to establish an objective, compulsory, challenging, well planned, value-adding, and structured system to measure employee performance. (Wright, 2004; Palaiologos, et al., 2011). In a recent literature review on performance appraisal purposes (Iqbal, 2012) denoted the two key uses of strategic purposes of Performance appraisal. One, these purposes form useful relation between organizational goals and individual goals by identifying, setting and achieving them and also influence the employee perceptions about important goals of organization. Secondly, strategic purposes of performance appraisal guide managers to deal with legal concerns by encouraging them to comply with employment laws like e.g. anti-discrimination laws and equal-opportunity employment. Effectively established performance appraisal mechanism possibly disperses concerns of employee about equity and fairness and also motivates employees to enhance performance (Mulvaney, et al., 2012). As research shows that strategic purposes are related to employee justice perceptions so a failure in achievement of strategic purposes of performance appraisal will lead toward injustice, which consequently result in decreased in-role performance and retaliatory behavior.

Hypothesis 1(c): Perceived strategic purposes failure is positively related to overall injustice perceptions.

2.1.4 Role Definition Purposes Failure and injustice perception:

Role definition purposes also named as position focused (Cleveland, Murphy, & Williams, 1989), are theorized as position-focused uses of PA (Jawahar, 2007). the role definition purposes depicts the degree to which important role behaviours are open in organizational setting by identifying the job tasks which are no more required and appraisal areas which are required to extend beyond current job requirements (Youngcourt et al, 2007). Such type of performance appraisal helps employees to fully understand the strengths and weaknesses inherent in their positions and roles (Hanley & Nguyen, 2005; Law & Tam, 2008). The Role Definition purposes are completely useful because, information collected through PA shows the way to increase and decrease in different positions to decide role breadth, with an indication of need for more or less resources (Plaiologos et al., 2011). The research shows that fairness in performance evaluation process will motivate rates to display good performance whereas if the rates perceive performance appraisal processes as unfair, they will not exhibit good performance (Kominis and Emmanuel 2007). So lying upon this argument shows this research hypothesis that there is a significant relationship between role definition purposes failure and injustice perception

Hypothesis 1(d): Perceived role definition purposes failure is positively related to overall injustice perceptions.

2.2 Overall injustice perception as mediator:

The organizations are supposed to successfully achieve performance appraisal objectives (i.e. administrative, developmental, strategic, and role definition); and the Adams equity theory and his seminal work (1963) proposes that inequity encourages individuals to respond the situation using multiple behavioural and cognitive means. (Cole et al., 2010). When performance appraisal outcomes perceived as unjust, negative attitudes and outcomes follow, such as attenuated performance, motivation, and appraisal satisfaction (Patient & Skarlicki, 2014; Selvarajan & Cloninger, 2012). One, from the most important factors affecting the possible usefulness and acceptance of appraisal system involves the responses of performance appraisal system (Harrington & Lee, 2015; quoted in Murphy & Cleveland, 1991; Giles, et al., 1997). Similarly, Kim & Rubianty, (2011) discussed that the acceptance/ rejection of the system of performance assessment can be subject to its fairness perceptions. Prior research recommends that the more the fairness individuals perceives in their appraisal system, the more they have

confidence and Satisfaction with the appraisal system (Hedge & Teachout, 2000; Masterson, et al., 2000).

Organizational justice is an important phenomenon deal with perceived inequities. Previous research inclined to examine justice as a mediator among different attitudes and behaviours such as Bagdadli, Roberson & Paoletti, (2006) examined the procedural justice as a mediator among promotion decision and commitment and intention to leave using structural equations modeling on a sample of 156 managers and executives in two chemical multinational organization's subsidiaries. The result depicts that employees' promotion decisions impacts the level of organizational commitment gained through the procedural justice perception in the process of promotion decision-making. Kim & Kim, (2013) by studying the sample of local government full-time employees in South Korea. (Gillet et al., 2013) studied distributive and interactional justice as mediator among transformational leadership and quality of work life of participants using cross sectional data on a sample of 343 nurses working in 47 different units in France. Lind's Fairness Heuristic Theory (2001a) clearly recommends the perceptions of overall justice serves as mediator between a particular justice perception and the actual outcomes. This was empirically tested by (Scott, et al., 2007; Colquitt & Shaw, 2005) and they explicitly suggested the mediation of between certain justice experience of individual and received outcomes.

Therefore, perceptual injustice might be critical in measuring the cognitions of performance appraisal purposefulness failure and its subsequent effect on the behaviors and attitudes of employees. There is comparatively a little research attempted to examine the injustice perception as a mediator in performance appraisal context. However, no prior attempt was made to discuss mediation of the overall injustice between performance appraisal purposes failure, in-role performance, and retaliation.

Hypothesis 2(a): Overall injustice perception mediates the relation among perceived administrative purposes failure and its consequent variables e.g. in-role performance and retaliation.

Hypothesis 2(b): Overall injustice perception mediates the relation among perceived development purposes failure and its consequent variables e.g. in-role performance and retaliation.

Hypothesis 2(c): Overall injustice perception mediates the relation among perceived strategic purposes failure and its consequent variables e.g. in-role performance and retaliation.

Hypothesis 2(d): Overall injustice perception mediates the relation among perceived role definition purposes failure and its consequent variables e.g. in-role performance and retaliation.

Research shows that justice affects performance when it comes to efficiency and productivity (Cohen-Charash & Spector, 2001). Improving the perception of justice improves productivity and performance (Karriker & Williams, 2009). The negative perceptions of perception reduce loyalty and performance as well as negative behaviors towards their employees and managers. The leadership justice has a negative relation with silence of the employees and the retaliation behavior at organization, and this affective commitment partly mediates such relations (Duan et al., 2010).

Hypothesis 3: Overall Injustice influence in-role performance and retaliation.

3 Methodology

The study has drawn its sample from the reports of Federal Public Service Commission for a period ranging from 2007-2013. A sample of 400 respondents were calculated with a 95% confidence level and further divided across different occupational group using stratified sampling. The data was collected through self-administered questionnaire from the civil servants across different occupational groups. The validity and reliability of the results were ensured by using a time lag design to collect the data on different variables. At Time 1, the data on independent variable perceived performance appraisal purposefulness failure (administrative, developmental, strategic and role definition) will be gathered and at Time 2 data on mediating variable (overall injustice perception), moderating variable (perceived organizational support) and two outcome variables (in-role performance, retaliation) will be collected, because in-role performance and retaliation data will be collected from coworkers (peer reported data). The data was analyzed using Amos and Process.

Refers to the usage of items for measuring the variables, the researcher selected the questionnaire on the basis of available literature (Cleveland, Murphy, & Williams, 1989; Jawahar, 2007; Palaiologos et al., 2011; Abu-Doleh & Weir, 2007; Robinson & Morrison, 2000; Pooyan & Eberhardt, 1989; Greenberg J. , 1986; Erdogan, 2002; Youngcourt, et al, 2007; Liden & Maslyn, 1998). The final version of questionnaire consists of two parts comprising 55 questions.

Measures:

Perceived Administrative Purposefulness failure: To measure the perceived administrative purposes failure, the study used the three item scale from adopted from the study of (Palaiologos et al., 2011). The responses were gathered on a seven-point likert scale ranged "strongly disagree" to "strongly agree".

Perceived Developmental Purposefulness failure: The study adopted the 3-item scale from (Palaiologos, et al., 2011) to measure the perception of developmental purposefulness failure. A Seven-point likert scale ranged from "strongly disagree" to "strongly agree" was used to get the responses.

Perceived Role Definition Purposefulness failure: Role definition purposefulness failure was measured using

the three items instrument adopted from (Palaiologos et al., 2011). The study gathered responses on a seven-point likert scale ranged from 1 to 7, from “strongly disagree” to ”strongly agree”.

Perceived Strategic Purposefulness failure: To measure the perceived strategic Purposefulness failure, the study will adopt the instrument from (Abu-Doleh & Weir, 2007) using a seven-point Likert scale ranged from “strongly disagree” to “strongly agree”.

Overall Injustice perception: To measure the Justice perception the study will use the instrument made and confirmed by (Colquitt J. , 2001) consisting of six items assessing overall justice. Three items were developed to access personal justice understandings of the individuals and remaining items measure the organizational fairness in general on a seven-point scale ranged from “strongly disagree” to “strongly agree”.

In-role Performance: The study, measures the dependent variable “in-role performance” on peer responses. To get the Peer’s ratings seven items from the instrument of Williams and Anderson scales (1991) were adopted. The peers were required to choose their agreement level for every item through seven-point Likert scale ranged from “strongly disagree” to “strongly agree”.

Retaliation: The scale of *Skarlicki* and *Folger’s* (1997) consisting on 17-items to measure organizational retaliatory behaviour was used. The scale requested peers to rate their co-workers by means of a behaviour observational scale. A seven-point Likert scale was used and they were asked to rate their peers for the frequency of display of retaliatory behaviour for past months ranged from never over the past month to “six or more times over the past month”.

Perceived Organizational Support (POS): To measure the POS, the study uses the eight item measure introduced by *Eisenberger, et al.*, (1986). This scale consists of item no. 1, 3,7,9,17,21, 23, and 27.

4 Results

4.1 Descriptive statistics:

Table I shows the results reliability and descriptive statistics (including means and standard deviations) for the selected variables. The cronbach’s alpha values were 0.840 or higher, which are considered to be satisfactory to apply the structural equation modelling (SEM) on the data (Bollen, 1989).

Table 1: Statistics and reliability of variables

Construct	Mean	SD	N of Items	Cronbach's Alpha (α)
Perceived Administrative purposefulness failure	5.33	0.900	3	.840
Perceived Developmental purposefulness failure	4.93	1.039	3	.840
Perceived Strategic purposefulness failure	3.77	1.186	6	.917
Perceived Role definition purposefulness failure	4.04	1.152	3	.873
Overall injustice perception	3.04	1.326	6	.959
Perceived Organizational Support	6.10	0.608	8	.843
In-Role Performance	2.73	0.725	7	.884
Retaliation	4.88	0.701	17	.920

Greater than .90 = Excellent, Greater than .80 = Good, Greater than .70=Acceptable, Greater than .60=Questionable, Greater than .50=Poor, Less than .50=Unacceptable. Retrieved from: <http://www.mnestudies.com/research/reliability-analysis-spss>

4.2 Demographics:

Table-2 shows the different characteristics of population. The demographic variables of this study were Occupational group, Total experience, current job experience, Age, Gender, and Education.

Table 2. Demographic characteristics of the respondents.

Characteristics	Total (N = 380)	Characteristics	Total (N = 380)
<i>Age (years)</i>		<i>Gender</i>	
Below 25	00 (00.00%)	Male	322 (84.70%)
25–30	04 (01.10%)	Female	58 (15.30%)
31–35	190 (50.00%)		
36–40	175 (46.10%)		
41–45	11 (02.90%)		
46 or above	00 (00.00%)		
<i>Education level</i>		<i>Occupational groups</i>	
Bachelor	03 (0.80%)	<i>Commerce & Trade Group</i>	24 (06.30%)
Master	278 (73.20%)	<i>Foreign Service of Pakistan</i>	28 (07.40%)
M.Phil	99 (26.10%)	<i>Information Group</i>	37 (09.70%)
Ph.D	00 (0.00%)	<i>Inland Revenue Services</i>	58 (15.30%)
		<i>Military Lands & Cantonments</i>	42 (09.86%)
		<i>Office Management Group</i>	42 (11.10%)
		<i>Pakistan Audit & Accounts Service</i>	50 (13.20%)
		<i>Pakistan Administrative Service</i>	49 (12.90%)
		<i>Pakistan Customs Services</i>	21 (05.50%)
		<i>Police Service of Pakistan</i>	32 (08.40%)
		<i>Postal Group</i>	17 (04.50%)
		<i>Railways</i>	11 (02.90%)
<i>Service with the current employer</i>		<i>Total Work experience</i>	
0–4 years	177 (46.60%)	0–4 years	97 (25.50%)
5–9 years	180 (47.40%)	5–9 years	226 (59.50%)
10–14 years	12 (03.20%)	10–14 years	55 (14.50%)
15–19 years	11 (02.90%)	15–19 years	02 (00.50%)

Note: The percentages may not add to 100 because of rounding errors.

4.3 Hypothesis Testing:

As proposed by Anderson and Gerbing (1988), this study followed the two-stage structural equation model: a measurement model and a structural model. These multi-indicator models were estimated on the AMOS 20 package. The standard criteria to determine the model fits consisting upon CFI (CFI \geq 0.95 represents Best Fit and CFI \geq 0.90 is acceptable), NFI should also be \geq 0.90, and GFI (\geq 0.90 to 1.00) indicate good fit. According to Kline (2005) the RMSEA requires values \leq 0.05 for good fit and \leq 0.09 suggest acceptable fit. In model-1 comprised on hypothesis 1 (a), the GFI: 0.976, CFI: 0.995, NFI: 0.988, RMSEA: 0.043 and P close: 0.689. Model-2 for (hypothesis 1 (b)), also showed a good fit as GFI: 0.975, CFI: 0.995, NFI: 0.988, RMSEA: 0.044 and P close: 0.646. The Model fit values for of model-3 (hypothesis 1 (c)) indicates (GFI: 0.963, CFI: 0.991, NFI: 0.981, RMSEA: 0.046 P close=0.635. lastly model-4 (hypothesis 1 (d)) GF: 0.973, CFI: 0.994, NFI: 0.987, RMSEA: 0.048 and P close: 0.539. the model fit statistics for all hypothesis proved a good fit. The model-1 provides the best fit as compare to other models-2, 3 and 4. All elements were significantly loaded to their expected factors. Accordingly, the full measurement model provided an acceptable fit to the data and justified the use of the two-tier approach.

The results of the structural model showed adequate agreement with the data ($\chi^2 = 31.967$, $df = 7$, GFI = 0.97, AGFI = 0.91, CFI = 0.97, IFI = 0.97, RMSEA = 0.09) and all hypothetical paths in the proposed model were statistically significant (p , 0.01), except administrative purposes failure of general injustice perception and development failure of general injustice perception. Each standardized path coefficient for the structural model is shown in Figure 1. I first tested the relationship between the failure of the performance appraisal and the general injustice perception. Based on the results shown in Figure 1

Perceived administrative purposes failure was not significantly related with Overall injustice perception, which rejects the H1-a. Perceived developmental purposes failure was not significantly related with Overall injustice perception, which rejects the H1-b. Perceived strategic purposes failure was significantly related to overall justice perception, which supports H1-c and Perceived role definition purposes failure was significantly related to overall justice perception, H1-d which supports H1-c.

I also tested the relationships between overall injustice perception and in-role performance and retaliation. According to the results presented in Figure 1, overall injustice perception, was significantly associated with in-role performance and retaliation H-3 was accepted.

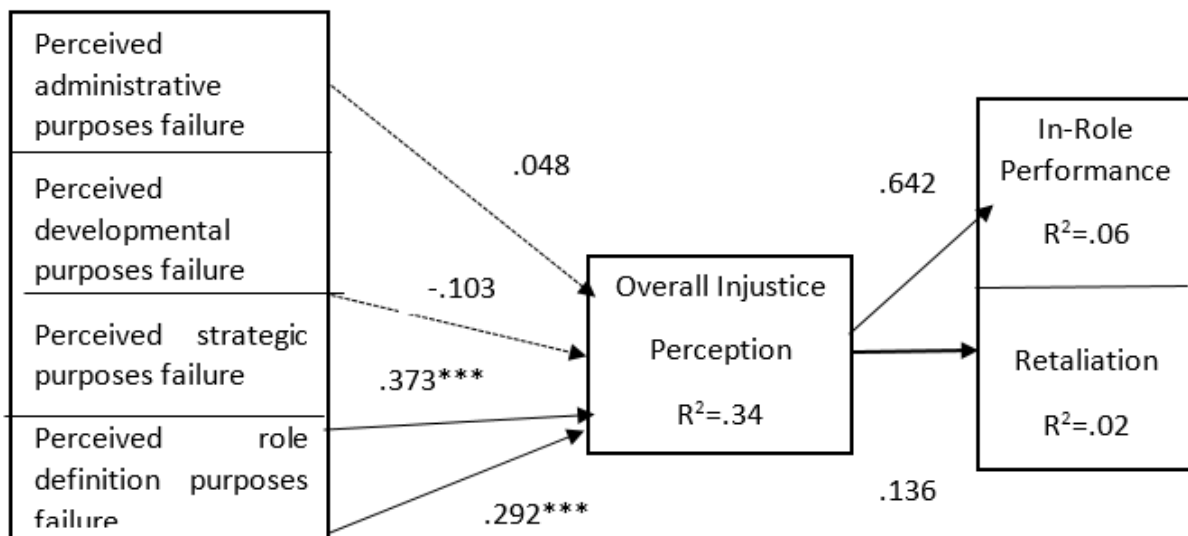


Figure 1: Standardized path coefficients for the structural model. Note: N= 380. *p < 0.001**

4.3.1 Hypothesis-2 (Mediation Analysis):

Finally, Overall injustice perception was tested as a mediator (M) between dependent and dependent using the PROCESS Macro “Model 4”; (Hayes, 2013). PROCESS is considered to be better due to its ability to handle any sample size. Schwarzkopf, (2015) based on Cohen, Cohen, Aiken and West discussion argued that, PROCESS is more reasonable when testing mediation or moderation and mediation, since it provides some algorithms that are not implemented in standard statistical packages.

Hayes process model-4 was applied to examine the hypothesis-2 (a) that overall injustice perception (oip) mediates the effect of perceived administrative purposes failure (papf) on in-role performance (IRP) and retaliation (R). The results showed that papf significantly predicts the oip and retaliation, $\beta = .335$, SE = .074, $p < .001$, and oip significantly predicts the in-role performance, $\beta = .187$, SE = .027 $p < .001$, whereas oip is an insignificant predictor of retaliation $\beta = .0407$, SE = .027 ns. The results provides support for the mediation in case of in-role performance as papf was not much a significant predictor of in-role performance after controlling for oip as mediator, $\beta = .096$, SE = .393, $p < .05$, consistent with partial mediation. So the results does not support the mediation of overall injustice perception among PAPPF and Retaliation.

The results for hypothesis-2 (b) that overall injustice perception (oip) mediates the effect of perceived developmental purposes failure (pdpf) on in-role performance (IRP) and retaliation (R). The results showed that pdpf significantly predicts the oip and retaliation, $\beta = .3638$, SE = .0628, $p < .001$, and oip significantly predicts the in-role performance, $\beta = .1855$, SE = .027 $p < .001$ but oip does not have a significant relationship with retaliation $\beta = .0353$, SE = .027 ns, The results provides support for the mediation in case of in-role performance as pdpf was not much significant predictor of in-role performance after controlling for oip as mediator, $\beta = .0709$, SE = .347, $p < .05$, consistent with partial mediation. However, the results does not support the mediation of overall injustice perception among PDPDF and Retaliation.

The results for hypothesis-2 (c) that overall injustice perception (oip) mediates the effect of perceived strategic purposes failure (pspf) on in-role performance (IRP) and retaliation (R). The results showed that pspf significantly predicts the oip and retaliation, $\beta = .6078$, SE = .0481, $p < .001$, and oip significantly predicts the in-role performance and retaliation, $\beta = .1286$, SE = .0306 $p < .001$ but oip does not have a significant relationship with retaliation $\beta = .0243$, SE = .0319 ns, in case of in-role performance as pspf was significant predictor of in-role performance after controlling for oip as mediator, $\beta = .1489$, SE = .341, $p < .05$, consistent with partial mediation. However, the results does not support the mediation of overall injustice perception among PSPF and Retaliation.

The results for hypothesis-2 (d) that overall injustice perception (oip) mediates the effect of perceived role definition purposes failure (prdpf) on in-role performance (IRP) and retaliation (R). The results showed that prdpf significantly predicts the oip and retaliation, $\beta = .6062$, SE = .0501, $p < .001$, and oip significantly predicts the in-role performance, $\beta = .1397$, SE = .0303 $p < .001$ but oip does not have a significant relationship with retaliation $\beta = .0289$, SE = .0316 ns, The results shows that in case of in-role performance as prdpf was not much significant predictor of in-role performance after controlling for oip as mediator, $\beta = .1341$, SE = .348, $p < .05$, consistent with partial mediation. However, the results does not support the mediation of overall injustice perception among PDPDF and Retaliation.

Table-1: Results for Mediation Analysis

	Hypothesis 2 (a)				Hypothesis 2 (b)				Hypothesis 2 (c)				Hypothesis 2 (d)			
	β	S.E	t	P	β	S.E	t	P	β	S.E	t	P	β	S.E	t	P
IV to mediator (Path-a)	0.335	0.07	4.55	0.0000	0.335	0.074	4.55	0.0000	0.364	0.06	5.80	0.000	0.364	0.06	5.80	0.000
Direct Effects of Mediators on DV (b paths)	0.187	0.03	6.97	0.0000	0.041	0.027	1.52	0.1302	0.186	0.03	6.81	0.000	0.035	0.03	1.29	0.200
Direct Effect of IV on DV (c' path)	0.096	0.04	2.43	0.0154	0.201	0.040	5.10	0.0000	0.071	0.03	2.04	0.042	0.164	0.03	4.68	0.000
Total Effect of IV on DV (c path)	1.655	0.21	7.90	0.0000	3.688	0.210	17.54	0.0000	1.819	0.17	10.64	0.000	3.970	0.172	23.080	0.000
IV to mediator (Path-a)	0.608	0.05	12.6	0.042	0.608	0.05	12.63	0.0000	0.606	0.05	12.09	0.0000	0.6062	0.05	12.09	0.0000
Direct Effects of Mediators on DV (b paths)	0.129	0.03	4.2	0.000	0.024	0.03	0.76	0.4480	0.140	0.03	4.61	0.0000	0.0289	0.03	0.92	0.3602
Direct Effect of IV on DV (c' path)	0.149	0.03	4.4	0.000	0.098	0.04	2.74	0.0065	0.134	0.03	3.85	0.0001	0.0935	0.04	2.58	0.0103
Total Effect of IV on DV (c path)	1.780	0.12	15.5	0.000	4.441	0.12	36.90	0.0000	1.764	0.13	14.05	0.0000	4.4170	0.13	33.78	0.0000

Mediation Analysis of overall injustice between Performance appraisal purposes failure and in-role performance and retaliation

5 Discussion

This investigation showed that overall injustice perception can be predicted by perceived strategic purposes failure and perceive role definition purposes failure; however, perceived administrative purposes and perceived developmental purposes were not proved to be the significant predictors of overall injustice perception. In addition, the results showed that overall injustice perception can predict the level of in-role performance and retaliation. Above all, this study has found that overall injustice perception has a mediating effect on the relationship between performance appraisal purposes and in-role performance but there was no mediation between performance appraisal purposes failure and retaliation that has not been investigated in previous studies. These findings illustrate how the failure of PA-related HRM activities contribute to the overall injustice perception and consequent employee behaviours (in-role performance and retaliation), as discussed in detail below.

The results of study revealed that performance appraisal failure impacts the injustice perceptions of employee and have rigorous consequences upon the organizational outcomes. The few of study outcomes are resonate of findings of previous studies (e.g Palaiologos, Papazekos, & Panayotopoulou, 2011; Youngcourt, Leiva, & Jones, 2007 and others) who suggest that organization justice based performance appraisal purposes failure may influence the individual's behaviour in organization. However, the study also drawn new findings which are not very consistent to previous studies, such as a positive and significant relationship between injustice perceptions and In-role performance. This can be explained from Burg's injustice cognitive model (2005) also explain that individual evaluate the injustice event and if he found it as external he displays no reaction (no need to lower the in-role performance). Similarly no injustice mediation between performance appraisal purposes failure and retaliation was proved. Moreover, in a high power distance society, employees avoid to raise avoice before the authority or decrease the performance contributions, to maintain good relationship with the superiors.

The findings of this study can also be examined from only uncertainty management perspective. Due to pressure of reforms on public institution and privatization, the institutions are suffering from a wave of change that is enhancing the uncertainty. Now there is a need to conduct studies using this theory so the new ways to manage the uncertainty can be find out. Moreover the rater related issues in the context of performance appraisal must also be discussed.

This research has importantly contribute in extending the theoretical grounds of four different research areas including it attempts to distinguish the various purposes of performance appraisal as suggested by (Cleveland, Murphy, & Williams, 1989; Youngcourt, Leiva, & Jones, 2007); the research studies the failure consequences of performance appraisal purposes facets in public organizations, where the PA is seems to be more problematic due to more cognitive problems (Kim & Rubianty, 2011), overall injustice perceptions rather than on dimensional focus as (Ambrose, Wo, & Griffith, 2015) suggests, the influences of appraisal decisions on employee behaviours like In-role performance and retaliation as suggested by (Palaiologos, Papazekos, & Panayotopoulou, 2011), the application of injustice cognitive model in appraisal context and perceived organizational support (Beugré, 2005).

Since the purpose of the performance assessment is one of the factors affecting the key characteristics and the quality of the assessments, the practical implications of this research for practitioners included numerous attempts to improve performance evaluations and measurements. (Youngcourt, Leiva, & Jones, 2007). The study is important for managers at different levels who appraise and get appraisals particularly. The study give a mechanism to managers to understand the cognitions of employees and try to maintain their psychological contracts to avoid the performance related and retaliation related problems. Performance appraisal purposes

significantly affect the rating characteristics and quality; this study will help managers to improve performance appraisals and its rating quality in the public sector.

Limitations and future research

Like other studies, this study is not without limitations, which represent some paths for future work. Firstly, the data used in this study was collected from public sector only whereas a comparative study can be done in public and private sector to know the differences in the effectiveness of performance appraisal. Second, the generalization of the results is a further limitation of this work. Respondents in this study were all employees of civil service of Pakistan. The results should therefore be passed on with caution to public institutions. Accordingly, this study must be replicated in other institutions, for example in public banks or in public universities. In addition, it would be of interest for future research to examine the links between PA purposes, injustice and with other behavioral and attitudinal consequences.

6 References

- Abu-Doleh, J., & Weir, D. (2007). Dimensions of performance appraisal systems in Jordanian private and public organizations. *The International Journal of Human Resource Management*, 18(1), 75-84. doi:10.1080/09585190601068334
- Ambrose, M. L., Wo, D. H., & Griffith, M. D. (2015). Overall Justice: Past, Present, and Future. In R. S. Cropanzano, & M. L. Ambrose, *The Oxford Handbook of Justice in the Workplace* (pp. 109-135). New York: Oxford University Press.
- Atkins, P., & Wood, R. (2009). *Performance Management*. Upper Saddle River, NJ.: Pearson Prentice Hall.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: conceptual, strategic, and statistical consideration. *Journal of Personality and Social Psychology*, 51(6), 1173-82. Retrieved from <http://www.ncbi.nlm.nih.gov/pubmed/3806354>
- Baruch, Y. (1996). Self performance appraisal vs direct-manager appraisal: A case of congruence. *Journal of Managerial Psychology*, 11(6), 50-65.
- Becker, T. E. (2005, July). Potential Problems in the Statistical Control of Variables in Organizational Research: A Qualitative Analysis With Recommendations. *Organizational Research Methods*, 8(3), 274-289. doi:10.1177/1094428105278021
- Beugré, C. (2007). *A Cultural Perspective of Organizational Justice* (Illustrated ed.). IAP.
- Boswell, W. R., & Boudreau, J. W. (2000). Employee Satisfaction with Performance Appraisals and Appraisers: The Role of Perceived Appraisal Use. *HUMAN RESOURCE DEVELOPMENT QUARTERLY*, 11(3).
- Boswell, W., & Boudreau, J. (2000). Employee satisfaction with performance appraisals and appraisers: The role of perceived appraisal use. *Human Resource Development Quarterly*, 11(3), 283-299. Retrieved from Boswell, W., & Boudreau, J. (2000). Employee satisfaction with performance appraisals and appraisers: The role of perceived appraisal use. [http://dx.doi.org/10.1002/1532-1096\(200023\)11:3<283::aid-hrdq6](http://dx.doi.org/10.1002/1532-1096(200023)11:3<283::aid-hrdq6)
- Boswell, W., & Boudreau, J. (2002). Separating the developmental and evaluative performance appraisal uses. *Journal of Business and Psychology*, 16, 391-412.
- Buckingham, M., & Vosburgh, R. M. (2001). The 21st Century Human Resources Function: It's the Talent, Stupid! *Human Resource Planning*, 24(4), 17. Retrieved from <http://connection.ebscohost.com/c/articles/7716999/21st-century-human-resources-function-talent-stupid>
- Cardy, R. L., & Dobbins, G. H. (1994). *Performance appraisal: Alternative perspectives*. Cincinnati, Ohio: South Western Publishing Company.
- Cawley, B. D., Keeping, L. M., & Levy, P. E. (1998). Participation in the performance appraisal process and employee reactions: A meta-analytic review of field investigations. *Journal of Applied Psychology*, 83(4), 615-633.
- Chiang, F., & Birtch, T. (2010). Appraising Performance across Borders: An Empirical Examination of the Purposes and Practices of Performance Appraisal in a Multi-Country Context. *Journal Of Management Studies*. Retrieved from <http://dx.doi.org/10.1111/j.1467-6486>
- CIPD. (2009). *Performance management in action: current trends and practice*, Hot Topics Report No. 5040. London: Chartered Institute of Personnel and Development.
- Claus, L., & Briscoe, D. (2009). Employee performance management across borders: a review of relevant academic literature. *International Journal of Management Reviews*, 11(92), 175-196.
- Cleveland, J. N., & Murphy, K. R. (1992). Analyzing performance appraisal as goal-directed behavior. *Research in personnel and human resources management*, 10(2), 121-185.
- Cleveland, J. N., Mohammed, S., Skattebo, A. L., & Sin, H. P. (2003). Multiple purposes of performance appraisal: a replication and extension. In *Poster presented at the annual conference for the Society for Industrial and Organizational Psychology*. Orlan, FL.
- Cleveland, J. N., Murphy, K. R., & Williams, R. E. (1989). Multiple uses of performance appraisal: Prevalence

- and correlates. *Journal of Applied Psychology*, 74, 130-135. doi:10.1037/0021-9010.74.1.130
- Coens, T., & Jenkins, M. (2000). *Abolishing Performance Appraisals: Why They Backfire and What to Do Instead*. San Francisco: Berrett-Koehler Publishers.
- Colquitt, J. (2001). On the dimensionality of organizational justice; A construct validation of a measure. *Journal of Applied Psychology*, 86, 386-400.
- Cook, J., & Crossman, A. (2004). Satisfaction with performance appraisal systems: A study of role perceptions. *Journal of Managerial Psychology*, 19(5), 526-541.
- Cropanzano, R., Byrne, Z. S., B. D., & Rupp, D. E. (2001). Moral virtues, fairness heuristics, social entities, and other denizens of organizational justice. *Journal of Vocational Behavior*, 58(2), 164-209. Retrieved from <http://doi.org/10.1006/jvbe.2001.1791>
- DeNisi, A. S., & Gonzalez, J. A. (2000). *Design performance appraisal systems to improve performance*. (E. A. Locke, Ed.) Oxford: Blackwell.
- DeNisi, A., & Kluger, A. (2000). Feedback effectiveness: can 360-degree appraisals be improved? *The Academy of Management Executive*, 14(1), 129-139.
- Duan, J., Lam, W., Chen, Z., & Zhong, J. (2010). Leadership justice, negative organizational behaviours, and the mediating effect of affective commitment. *ocial Behavior and Personality: An international journal*, 38, 1287-1296. doi:10.2224/sbp.2010.38.9.1287
- Erdogan, B. (2002). Antecedents and consequences of justice perceptions in performance appraisals. *Human Resource Management Review*, 12(4), 555-578. doi:doi:10.1016/S1053-4822(02)00070-0
- Flint, D. H. (1999). The role of organizational justice in multi-source performance appraisal: Theory based applications and directions for research. *Human Resource Management Review*, 9(1), 1-20.
- Folger, R., Konovsky, M., & Cropanzano, R. (1992). A due process metaphor for performance appraisal. *Research in Organizational Behavior*, 14, 129-177.
- Giles, W., Findley, H., & Field, H. (1997). Procedural fairness in performance appraisal: beyond the review session. *Journal of Business and Psychology*, 11(4), 493-506.
- Greenberg, J. (1986). Determinants of perceived fairness of performance evaluations. *Journal of Applied Psychology*, 71(2), 340-342. doi:10.1037/0021-9010.71.2.340
- Greenberg, J. (1987, January 1). A Taxonomy of Organizational Justice Theories. *Academy of Management Review*, 12(1), 9-22. doi:10.5465/AMR.1987.4306437
- Greenberg, J. (1990). Organizational Justice: Yesterday, Today, and Tomorrow. *Journal of Management*, 16(2), 399-432. Retrieved from <http://doi.org/10.1177/014920639001600208>
- Greenberg, J. (1993). The Social Side of Fairness: Interpersonal and Informational Classes of Organizational Justice. *Justice in the workplace*(4), 79-103. Retrieved from http://www.researchgate.net/publication/237106635_The_Social_Side_of_Fairness_Interpersonal_and_Informational_Classes_of_Organizational_Justice
- Harrington, J. R., & Lee, J. H. (2015). What Drives Perceived Fairness of Performance Appraisal? Exploring the Effects of Psychological Contract Fulfillment on Employees' Perceived Fairness of Performance Appraisal in U.S. Federal Agencies. *Public Personnel Management*, 44(2), 214-238. Retrieved from <http://doi.org/10.1177/0091026014564071>
- Hayes, A. F. (2013). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. New York: NY: Guilford.
- Hedge, J., & Teachout, M. (2000). Exploring the concept of acceptability as a criterion for evaluating performance measures. *Group & Organization Management*, 5(1), 22-44.
- Ikramullah, M., Prooijen, J.-W. V., Iqbal, M. Z., & Ul-Hassan, F. S. (2016). Effectiveness of performance appraisal: Developing a conceptual framework using competing values approach. *Personnel Review*, 334-352. doi:<http://dx.doi.org/10.1108/PR-07-2014-0164>
- Ikramullah, M., Shah, B., Khan, S., Ul Hassan, F., & Zaman, T. (2012). Purposes of Performance Appraisal System: A Perceptual Study of Civil Servants in District Dera Ismail Khan Pakistan. *International Journal of Business and Management*, 7(3), 142.
- Ilgen, D. (1993). Performance-appraisal accuracy: an illusive or sometimes misguided goal? (H. Schuler, J. Farr, & M. Smith, Eds.) 235-252.
- Iqbal, M. Z. (2012). EXPANDED DIMENSIONS OF THE PURPOSES AND USES. *Asian Academy of Management Journal*, 17(1), 41-63.
- Iqbal, M. Z., Akbar, S., & Budhwar, P. (2014). Effectiveness of Performance Appraisal: An Integrated Framework. *International Journal of Management Reviews*, 1-24. doi:10.1111/ijmr.12050
- Jawahar, I. M. (2007). The influence of perceptions of fairness on performance appraisal reactions. *Journal of Labor Research*, 28(4), 735-744. doi:10.1007/s12122-007-9014-1
- Katz, D., & Kahn, R. L. (1978). *The Social Psychology of Organizations*. Wiley. Retrieved from <https://books.google.com/books?id=8RRHAAAAMAAJ&pgis=1>

- Keeping, L. M., & Levy, P. E. (2000). Performance appraisal reactions: measurement, modeling, and method bias. *The Journal of Applied Psychology, 85*(5), 708-723. Retrieved from Keeping, L. M., & Levy, P. E. (2000). Performance appraisal reactions: measurement, modeling, and methhttp://doi.org/10.1037/0021-9010.85.5.708
- Khoury, G., & Analoui, F. (2004). Innovative management model for performance appraisal: the case of the Palestinian public universities. *Management Research News, 27*, 56-73.
- Kim, H., & Kim, J. (2013). A cross-level study of transformational leadership and organizational affective commitment in the Korean Local Governments: Mediating role of procedural justice and moderating role of culture types based on competing values framework. *Leadership, 11*(2), 158-185. doi:10.1177/1742715013514880
- Kim, S. E., & Rubianty, D. (2011). Perceived Fairness of Performance Appraisals in the Federal Government: Does It Matter? *Review of Public Personnel Administration, 31*, 329-348. doi:10.1177/0734371X11428903
- Landy, F. J., Barnes, J., & Murphy, K. (1978). Correlates of perceived fairness and accuracy of performance appraisals. *Journal of Applied Psychology, 63*, 751-754.
- Leventhal, G. S., Karuza, J., & Fry, W. R. (1980). Beyond Fairness: A Theory of Allocation Preferences. *Leventhal, G. S., Karuza, J., & Fry, W. R. (1980). Beyond Fairness: A Theory of Allocation Preferences. Retrieved from http://www.researchgate.net/publication/245584272_Beyond_Fairness_A_Theory_of_Allocation_Preferenc es. Retrieved from http://www.researchgate.net/publication/245584272_Beyond_Fairness_A_Theory_of_Allocation_Preferenc es*
- Levy, P., & Williams, J. (2004). The social context of performance appraisal: a review and framework for the future. *Journal of Management, 30*(6), 881-905.
- Liden, R. C., & Maslyn, J. M. (1998). Multidimensionality of Leader-Member Exchange: An Empirical Assessment through Scale Development. *Journal of Management, 24*(1), 43-72. doi:10.1177/014920639802400105
- Maley, J., & Kramer, R. (2014). The influence of global uncertainty on the cross-border performance appraisal: a real options approach. *Personnel Review, 43*(1), 19-40.
- Masterson, S. S., Lewis, K., Goldman, B. M., & Taylor, M. S. (2000). Integrating Justice and Social Exchange: the Differing Effects of Fair Procedures and Treatment on Work Relationships. Retrieved from http://doi.org/10.2307/1556364
- McEvoy, G. M. (1990). Public sector managers' reactions to appraisals by subordinates. *Public Personnel Management, 19*(2), 201-212.
- Meyer, H. (1991). A solution to the performance appraisal feedback enigma. *Academy of Management Executives, 5*(1), 68-76.
- Milliman, J., Nason, S., Zhu, C., & De Cieri, H. (2002). An exploratory assessment of the purposes of performance appraisals in North and Central America and the Pacific Rim. *Human Resource Management, 41*, 87-102.
- Mondy, R., & Noe, R. (2005). *Human Resource Management*. New Jersey: Prentice Hall.
- Motowildo, S. J., Borman, W. C., & Schmit, M. J. (1997). A Theory of Individual Differences in Task and Contextual Performance. *Human Performance, 10*(2), 71-83. Retrieved from http://doi.org/10.1207/s15327043hup1002_1
- Mulvaney, M. A., McKinney, W. R., & Grodsky, R. (2012). Appraisal System for Municipal Agencies: A Case Study. *Public Personnel Management, 41*(3).
- Murphy, K. R., & Cleveland, J. (1995). *Understanding Performance Appraisal: Social, Organizational, and Goal-Based Perspectives*. Retrieved from https://books.google.com.vn/books/about/Understanding_Performance_Appraisal.html?id=CnpuE09Vit0C&pgis=1
- Murphy, K. R., & Cleveland, J. N. (1991). *Performance Appraisal: An Organizational Perspective*. Boston: Allyn and Bacon.
- N Gillet, E. F., & Bonnaud-Antignac, A. (2013). The mediating role of organizational justice in the relationship between transformational leadership and nurses' quality of work life: A cross-sectional questionnaire survey. *International journal of nursing studies, 50*(10), 1359-1367.
- Palaiologos, A., Papazekos, P., & Panayotopoulou, L. (2011). Organizational justice and employee satisfaction in performance appraisal. *Journal of European Industrial Training, 35*(8), 826-840. doi:10.1108/03090591111168348
- Pooyan, A., & Eberhardt, B. J. (1989). Correlates of performance appraisal satisfaction among supervisory and non-supervisor employees. *Journal of Business Research, 19*(3), 215-226. doi:DOI: 10.1016/0148-2963(89)90020-9
- Robinson, S. L., & Morrison, E. W. (2000). The development of psychological contract breach and violation: a longitudinal study. *Journal of Organizational Behavior, 21*(5), 525-546. doi:10.1002/1099-

- 1379(200008)21:5<525::aid-job40>3.0.co;2-t
- Schraeder, M., Becton, B., & Portis, R. (2007). A critical examination of performance appraisals an organization's friend or foe? *The Journal for Quality and Participation*, 30(1), 20-25.
- Schwarzkopf, D. (2015, October 15). Are there limitations when using AMOS or the PROCESS macro for SPSS to test for moderation? Retrieved from https://www.researchgate.net/post/Are_there_limitations_when_using_AMOS_or_the_PROCESS_macro_f_or_SPSS_to_test_for_moderation
- Simsek, B., Pakdil, F., Dengiz, B., & Testik, M. C. (2013). Driver performance appraisal using GPS terminal measurements: A conceptual framework. *Transportation Research*, 49-60. doi:10.1016/j.trc.2012.07.006
- Stephan, W. G., & Dorfman, P. W. (1989). Administrative and Developmental Functions in Performance Appraisals: Conflict or Synergy? *Basic and Applied Social Psychology*, 10(1), 27-41. doi:10.1207/s15324834basp1001_4
- Taris, T. W. (2006, October 23). Is there a relationship between burnout and objective performance? A critical review of 16 studies. *Work & Stress*, 20(4), 316-334. doi:10.1080/02678370601065893
- Turnley, W. H., Bolino, M. C., Lester, S. W., & Bloodgood, J. M. (2003). The Impact of Psychological Contract Fulfillment on the Performance of In-Role and Organizational Citizenship Behaviors. *Journal of Management*, 29(2), 187-206. Retrieved from Turnley, W. H., Bolino, M. C., Lester, S. W., & Bloodgood, J. M. (2003). The Impact of Psychological Contract Fulfillment on the Performance of Inhttp://doi.org/10.1177/014920630302900204
- Tuytens, M., & Devos, G. (2012). Importance of system and leadership in performance appraisal. *Personnel Review*, 41(6), 756-776.
- Youngcourt, S. S., Leiva, P. I., & Jones, R. G. (2007). Perceived purposes of performance appraisal: Correlates of individual- and position-focused purposes on attitudinal outcomes. *Human Resource Development Quarterly*, 18(3), 315-343. doi:10.1002/hrdq.1207
- Zhao, H., Wayne, S. J., Glibkowski, B. C., & Bravo, J. (2007, September). The Impact of Psychological Contract Breach on Work-Related Outcomes: a Meta-Analysis. *Personnel Psychology*, 647-680. doi:10.1111/j.1744-6570.2007.00087.x