

**IMPACT OF PERFORMANCE APPRAISAL
JUSTICE ON EMPLOYEE ENGAGEMENT
EMPIRICAL RESEARCH ON TELECOM
SECTOR OF KARACHI**

BY

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Abstract

Purpose The research was carried out to determine the impact of performance appraisal justice on employee engagement in the telecom sector in Pakistan. The problem defined for the research is that, most of the employees feel that, an injustice in the performance appraisal leads to decrease the employee engagement with the firm and since, engagement decreases the performance of the employees also decreases. The research also highlights that, all of this will result into employee leaving the firm which is almost a financial loss but, more than that a capital loss for the firm, indeed. The research therefore been carried out by following a quantitative research methodology in which the data is collected from primary sources that is, questionnaire.

Methodology The research collected data from 160 respondents based on four independent research variables which are (distributive justice, informational justice, interpersonal justice and procedural justice). These factors of performance appraisal justice are being analyzed with the help of SPSS software. Regression test is used to determine the impact of PA justice on the employee engagement in the telecom company while, the validity and reliability is justice using Cronbachs alpha test.

Findings: The findings from the test shows that, information justice, procedural justice and distributive justice have significant impact on employee engagement while, interpersonal justice has shown insignificant impact.

Recommendations: The recommendations from the research also highlights that, the firm needs to have a proper justified appraisal system which incorporates all the parameters that ensures justice, it needs to follow a procedure as well as, the appraisal needs to be discussed and communicated well before to the employees.

Keywords: *Performance appraisal Justice, distributive justice, informational justice, interpersonal justice and procedural justice*

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