

Impact of Employees Performance Appraisal on Job Outcomes with the moderation of Distributive Justice

Muhammad Arif
Bahria University Islamabad, Pakistan
arifkhattak78@gmail.com

Syeda Faiza Urooj
Federal Urdu University, Islamabad, Pakistan

Abstract

Previously, a consumer banking division investigated performance appraisals by executing distributive justice to persuade their employees in consumer banking sector Rawalpindi. However, a diminutive research has been conducted to determine the effectiveness of performance appraisals outcomes. The purpose of this research is to establish an impact of performance appraisal on employee motivation, job satisfaction, and personal development. A multi dimensional questionnaire is designed to gauge results. A sample survey consisted on 350 employees is selected to use multi- stage sampling techniques. A Descriptive, multiple regression and correlation model had been used to analyze the composed data. The study found that distributive justice has a constructive impact on motivation, job satisfaction, personal development and ultimately on employee performance appraisal. The study also recommends that the level of job satisfaction and motivation can be elevated among employees by competency based pay and incentives. Further, this research is specifically calculated to maximize the potential of employees.

Key words: Job Motivation, Job satisfaction, Positive work relation, Innovative Behavior, Consumer banking division.

Introduction

The Phenomena of performance appraisal was discovered by McEvoy (1990) and according to him that's very important problem for public organizations. The most challenging aspect of a performance appraisal is measuring the actual performance of the employee. Since the performance is measured by tasks performed, there is a continuous process that must be administered in order to monitor the performances throughout the appraisal cycle. Thus, it's very

important to choose the correct measuring techniques. It's also important to focus on a desired performance (standardized performance) and then compare the desired performance to the actual performance of the employee. All of the planning that goes into the performance appraisal is for the purpose of evaluating employees, providing employees with valuable feedback and creating a positive effect on future performance. Although the process may be tedious, the end result is one of great importance. Murphy and Cleveland (1991) suggested that the acceptability of the performance appraisal system to both raters and ratees is important to the system's effectiveness. They pointed out that acceptance by ratees "are a function of both the process and the outcomes of performance appraisal". The overall purpose of performance appraisals is to increase organizational effectiveness and productivity. However, the most important single purpose served by performance appraisals is to let employees know where they stand.

Most of the researchers on this topic have different findings on this topic which comes from their personal and professional experience. The process of thoughts and judgments made in performance appraisal is named as cognitive processes of raters. This process can affect the judgments made about the rates being evaluated. There four variables that can effects the judgments of rates performance are namely structures, beliefs, interpersonal affects and attribution (DeNisi, Cafferty, & Meglino, 1984). According to Murphy and Cleveland (1991) this research is focused on such issues as appraisal formats and minimizes bias from raters. One issue that is important is criteria by which appraisal system are judged. They also suggested that one such area that needs to be addressed is the reaction of rates to the appraisal system as well. Some of the researchers also notice that the Performance appraisal depends on subjectivity and claims which are assumed to be heavily influence by mental stuff or personal consideration such as perception, belief and experience (LaFave 2008). Hence, the perception of fairness in performance appraisal is subjective, and it varies between ratees. This caused the diversity or varieties in the perception of fairness from an individual to another individual (Choon & Embi, 2012).

In the past no single empirical study has demonstrate the relationship of Performance Appraisal with the job satisfaction, job motivation and personal development with the moderate effect of distributive justice. That was a gap in the previous body of knowledge so this study will help to fill this gap in the body of knowledge. Job satisfaction can be relates with the behavior of individual

at the work place. It ranges from extreme satisfaction to extreme dissatisfaction. Employees have various attitude about the job e.g. their work, colleagues, supervisors or subordinated and their pay as well (usmani and Jamal, 2013). According to Al-Zu'bi, (2010) in order to be competitive in today environment the companies must identify the factors affect job satisfaction and moral of their employees. Following are the factor which affects job satisfaction such as nature of work, growth opportunities, salary, management, work groups and working conditions etc(Aziri, 2011).Before 1975, organizational justice was primarily concerned with distributive justice. Conventionally, Adam (1965) with his equity theory did the groundwork for most distributive justice research (Bernerth, Feild, Giles, Cole, 2006).

In this study we examine the relationship of Employee performance appraisal with the job satisfaction, motivation and personal development with the mediation of Distributive justice. This study will help in future in such a way that company should keep in mind about all the aspects of the study so that a employee should motivate towards the goal of the organization and satisfied with the organization and also his personal development is possible. As we know that a satisfied and motivated employee is a valuable asset for the organization and so that will beneficent for the organizational prospect for long run. The affect of organizational justice on job satisfaction is studied topic because it is an employee's attitude towards the organization (Kumar, Bakhshi, and Rani, 2009). Employees show more positive attitude and behavior towards their work i.e. job satisfaction, if they feel that they are treated in important manner by their organization in each aspect (usmani and Jamal, 2013). Equity theory discuss that employees should be access by their input and outputs while comparing with others. Input are that invest in the job and outcomes are the receive in return (McFarlin, & Sweeney, 1992).

In this study we investigated performance appraisals by executing distributive justice to persuade their employees and also determine the effectiveness of performance appraisals outcomes. The purpose of this research is to establish an impact of performance appraisal on employee motivation, job satisfaction, and personal development. By this study we try to found that distributive justice has an impact on motivation, job satisfaction, personal development and ultimately on employee performance appraisal. The study also recommends that the level of job satisfaction and motivation can be elevated among employees by competency based pay and incentives. There is also a difference between distributive and procedural justice and According to Folger and Konovsky

(1989) distributive justice is the perceived fairness of the amount of compensation that the employee receive and procedural justice is the perceived fairness of the means used to know those amounts. Some other researchers also focus on that important aspect of organizational justice and Tyler (2003) tell that procedural justice responds to public concerns about fairness in the exercise of legal authority.

Literature Review:

Employee performance Appraisal and Employee Motivation:

There are certain factors that are driven by a Performance Appraisal that influences on employee's motivation. These are as follows:

- 1) Salary/Pay hike:** Most employees look forward to an increment in their salary as a direct result of Performance Appraisal. In some companies there are standard salary hikes as per the grading system. But, in many companies the salary hike is given only after performance appraisal report is drawn by the supervisor.
- 2) Promotions:** In some organizations there could be a set policy of promoting an employee to the next grade or level after he has worked a certain number of years in a preceding grade. But, these days many organizations have adopted promotions as a tool to reward star performers.
- 3) Incentives:** Incentive is a one-time reward given essentially as an attempt to link rewards to superior performance in a direct and prompt way. They usually function in addition to basic pay and are specifically aimed at achievement of specified results, outputs or productivity targets.
- 4) Career Development Opportunities:** These can take the form of sending employees to sponsored courses with top universities, or enrolling them for certification programmers, training workshops
- 5) Changes in job profile:** This could be clubbed with Promotion and includes preparing performing employees for higher responsibilities at the top management level. The above factors have a strong bearing on the motivation of employee's and hence have been considered as independent variables as part of Performance Appraisal.

A research done by Kamphorst and Swank revealed that a positive appraisal motivates an employee more than a negative appraisal. A study done by Muhammad Faseeh ullah khan

concluded that on an average 85% of the employees in an organization are motivated by performance appraisal. So we argued that

H1: Employee performance appraisal has significant positive impact on employee performance

Employee performance Appraisal and Job Satisfaction:

Organizations are the social systems where humans are an asset. Organizations need efficient and effective managers and employees to accomplish goals, because organizations cannot be successful without their enduring efforts and commitment. Employee morale and satisfaction are the two most profound variables which affect the performance of an organization.

Job satisfaction is closely linked to that individual's behavior in the work place. It is the collection of feeling and beliefs that employees have about their current job. The degree of job satisfaction ranges from extreme satisfaction to extreme dissatisfaction. Employees have attitudes about various aspects of their jobs e.g. their work, their colleagues, supervisors or subordinates and their pay. The importance of job satisfaction specially emerges to surface when many negative consequences of job dissatisfaction come to mind such a disloyalty, increased absenteeism, low productivity, turnover and increased number of accidents etc (Aziri, 2011). Therefore in order to be competitive in this global business environment companies must identify factors that affect job satisfaction and morale of their employees (Al-Zu'bi, 2010). Job satisfaction is under the influence of a series of factors such as the nature of work, salary, growth opportunities, management, work groups and working conditions etc. (Aziri, 2011)

When an organization works for the betterment of their employees and take care of their all responsibilities and they also have a good appraisal system which gives salary, bonus, and commission to each employee on time by keep in mind about their previous performance then employees are said to be satisfy with such organization.

So we argued

H2: Employee performance appraisal has a significant positive impact on job satisfaction.

Distributive justice and Employee motivation:

Price and Mueller (1986) define distributive justice as “the degree to which rewards and punishments are related to performance inputs” (p. 122). This definition of distributive justice is based on equity theory (Adams, 1963), which suggests that a person will judge a situation as equitable when the person’s effort-to outcome ratio is equal to that of another person. Thus, distributive justice does not refer to the quantity of rewards and punishments dispensed by the organization, but rather to the equity of the rewards divided among the employees. Lack of distributive justice has been associated with employee theft (Greenberg, 1990).). High base pay as also been associated with higher intrinsic motivation at work, a finding that was explained in terms of distributive justice (Kuvaas, 2006).which has been associated with increased intrinsic motivation (Fisher, 1978). However, it is also possible that reward contingencies are linked to decreased autonomous motivation if they are experienced as controlling the person’s behavior at work (Deci, Koestner, & Ryan, 1999). So if in a organization distributive justice is important and give high ranking then the employee of that organization is self motivate towards the goals and objectives of the organization. So we argued that

H3: Distributive justice has significant positive impact on employee motivation.

Distributive justice and Job satisfaction:

Job satisfaction is the outcome variable in this study. When employees feel that they are treated unfairly, they respond affectively or behaviorally (low commitment or high turnover) (Fernandes & Awamleh, 2006). Job satisfaction is therefore very critical to attracting and retaining qualified and competent personnel (Al-Zu’bi, 2010). It can be defined as “a function of the perceived relationship between what one wants from one’s job and what one perceives it as offering” (Locke, 1969).

Methodologically, job satisfaction can be defined as a comparison between actual and preferred outcomes. Job satisfaction is an affective reaction which includes employee’s feelings about a variety of extrinsic and intrinsic job characteristics. Satisfied employees bring innovation in their work while focusing on continuous quality improvement. They also involve more in participation in the strategic decision-making in the organization (Al-Zu’bi, 2010).

Distributive justice has been shown to be significantly and positively related to job satisfaction (DeConinck, Stilwell, & Brock, 1996). One particular factor which affects job satisfaction of employees is called organizational justice; which is concerned with the the fair treatment of employees. It refers to the extent of which employees perceive outcomes, procedures and interactions to be fair. As organizational justice is a versatile concept so it covers everything from system of payment to treatment by one's boss. Researchers of Organizational behavior identified three types of organizational justice that is distributive, procedural justice interpersonal justice who is further divided into interactional, and informational justice (Colquitt et al. 2005, Greenberg, & Zapata-Phelan, 2005).

Employees show more positive attitude and behaviour towards their work i.e. job satisfaction, if they feel that they are treated impartially by their organization in every aspect. Decision makers must give special attention to issues like allocating monetary resources, hiring employees in organizations, policy making and its implications in respect of justice as they affect other people in the organization (Colquitt, Greenberg, & Zapata-Phelan, 2005).

So we argued that

H4: Distributive justice has significant positive impact on job satisfaction

Moderation of distributive justice in performance appraisal and Employee motivation:

High base pay as also been associated with higher intrinsic motivation at work, a finding that was explained in terms of distributive justice (Kuvaas, 2006).which has been associated with increased intrinsic motivation (Fisher, 1978). However, it is also possible that reward contingencies are linked to decreased autonomous motivation if they are experienced as controlling the person's behavior at work (Deci, Koestner, & Ryan, 1999). So if in a organization distributive justice is important and give high ranking then the employee of that organization is self motivate towards the goals and objectives of the organization.

A research done by Kamphorst and Swank revealed that a positive appraisal motivates an employee more than a negative appraisal. A study done by Muhammad Faseeh ullah khan concluded that on an average 85% of the employees in an organization are motivated by performance appraisal. When distributive justice is high then the relation of performance appraisal

and employee motivation is strengthen and when distributive justice is low it weaken that relationship

So we argued that

H5: distributive justice moderates the relation of performance appraisal and employee motivation.

Moderation of distributive justice in performance appraisal and Job Satisfaction:

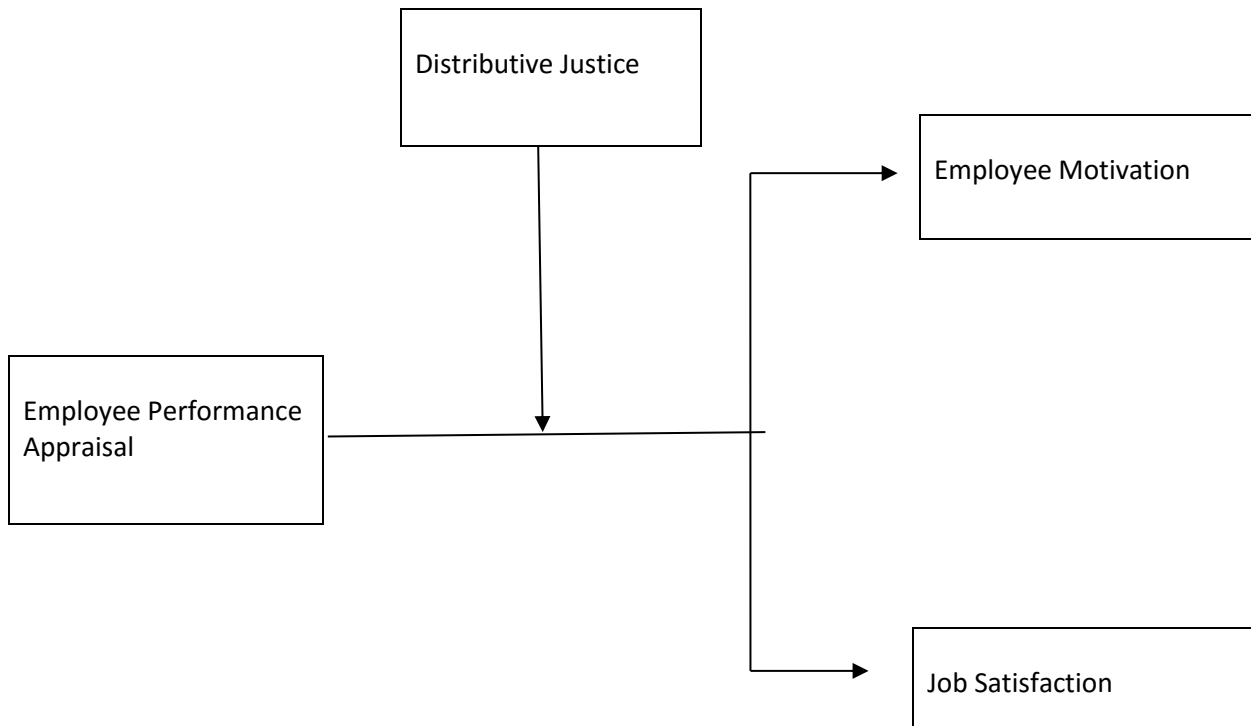
Employees have attitudes about various aspects of their jobs e.g. their work, their colleagues, supervisors or subordinates and their pay. The importance of job satisfaction specially emerges to surface when many negative consequences of job dissatisfaction come to mind such a disloyalty, increased absenteeism, low productivity, turnover and increased number of accidents etc (Aziri, 2011). Therefore in order to be competitive in this global business environment companies must identify factors that affect job satisfaction and morale of their employees (Al-Zu'bi, 2010). Job satisfaction is under the influence of a series of factors such as the nature of work, salary, growth opportunities, management, work groups and working conditions etc. (Aziri, 2011)

When distributive justice is high the relation of performance appraisal and job satisfaction is strengthen otherwise weaken

So we argued

H6: distributive justice moderates the relation of performance appraisal and job satisfaction.

Figure 1: Proposed Model



Methodology:

In this part of the paper we will discuss our population sample and how we collect data and all about questionnaire.

Population/Sample/Data collection:

In this study the Population embraced the banking sector employees of the Pakistan. Employees of private sector banks in Pakistan are the respondents of this research study. This population was best fit for representing our data because this population will give us information which is quite helpful to test our research model Figure 1.

Major Private Bank employees of the Islamabad city are the sample of this study. In this study we take sample from 250 employees of the private banks. This sample was selected by using convenient sampling technique and those respondents were easily accessible by us.

We distribute 350 questionnaires for data collection and from them 260 were received and from those 260 questionnaires only 230 was useable. Our response rate is 65%. Data was collected from self administered questionnaire.

Research Ethics:

Participation in this study was voluntary and each respondents was assured of the anonymity and confidentiality and they were assured of the fact that there data will kept secret.

Demographic of the Sample:

76.5% of the respondents were male and 23.5% of the respondents were female. 93% of the respondents were married and 7% of respondents are unmarried. Average age of the respondents was 26-35 years. Average income the respondents were 40,000 to 50,000.

Measure used/Scale/Instrument used:

All variables of this study is measured by using 5 points likert scale.

Where 1 = strongly disagree

And 5 =strongly agree.

Employee Motivation:

This variable was measured by using 6 item scale of Mowday, Steers and porter (1979) and one scale item include “A feeling of being involved”. Cronbach’s alpha reliability of this variable is “0.703”.

Job Satisfaction:

This variable was measured by using 3 item scale of Mowday, Steers and porter (1979) and one scale item include “I find that my opinions are respected at work”. Cronbach’s alpha reliability of this variable is “0.732”.

Distributive Justice:

This variable was measured by using 5 item scale of Fernend and Awamleh(2006) and one scale item include “Overall the rewards I receive are quite fair”. Cronbach’s alpha reliability of this variable is “0.793”.

Employee Performance Appraisal

This variable was measured by using 21 item scale of Williams, L.J. (1991) Boreman, W. C., & Motowidlo, S. J. 1993) and one scale item include “I adequately complete duties assigned to me”. Cronbach’s alpha reliability of this variable is “0.883”.

Table 1: One Way Anova

	EM		JS	
	F	p	F	p
Demographics				
Gender	3.41	0.06	1.4	0.23
Age	0.73	0.57	2.44	.047*
Marital Status	0.01	0.91	0.61	0.41
Income	1.65	0.16	0.4	0.8

EM=Employee Motivation

JS= job satisfaction

*shows significance ($p \leq 0.05$)

Control Variables:

Table 1 shows the control variable for each dependent. In case of Job Satisfaction (JS), p value of age ($P=.047$) is significant because it’s $p < 0.05$ so we have to control age Js when we run regression analysis.

Results/Findings

In this section we will interpret the results and findings of our study.

Correlation

Table 2:

	Mean	S-D	1	2	3	4
EP	3.25	0.44	(0.883)			
DJ	3.35	0.75	0.335	(0.793)		
JS	3.62	0.83	-0.103	-0.028	(0.732)	
EM	3.39	0.71	0.123	.132*	-0.061	(0.703)

EP= Employee Motivation

DJ= Distributive Justice

JS=Job Satisfaction

EM= Employee Motivation

S-D= Standard Deviation

*shows $p < 0.05$

Table 2 shows the mean and standard deviation of each variable. Correlation table shows that distributive justice has degree of association with employee motivation it provides initial support to our hypothesis. In the same way Table 2 shows that EP has no association with Job satisfaction and employee motivation.

This table provide us initial support that either our hypothesis is going to supported or not.

Regression analysis:**Table 3:**

Following table shows the regression analysis of study variables.

	EM			JS		
	B	R square	Change in R square	B	R Square	Change in R square
Step 1						
controls				0.001		
Step 2						
EP	0.196*	0.015		0.1*	0.011	0.01
Step 1						
controls				0.001		
Step 2						
DJ	.125*	0.017		.03*	0.002	0.001
Step 3						
EP	0.184*	0.031	0.013	0.1*	0.012	0.01
Step 4						
EP*DJ	0.017*	0.031	0	0.02*	0.012	0

EM= Employee Motivation

DJ= Distributive Justice

EP= Employee Performance

JS= Job Satisfaction

**shows significant (P=0.000)

*shows significant (P<0.05)

n-s not significant (P> 0.05)

Above given table (table 3) shows the regression analysis of the study variables. Upper part of the table shows direct relation (simple regression) of the variable which shows that Employee performance has no relation with the Job satisfaction and employee motivation. Which is shown

by $\beta=0.196^*$, $\beta=0.1^*$, respectively which shows that our both hypothesis which is that Employee motivation has a significant positive impact with job satisfaction, employee motivation are supported with our data.

Lower part of the table represents the hierarchical regression analysis through which we check the moderation of distributive justice with the other variables. In this we also check the impact of moderation. Results shows that distributive justice has significant positive impact on employee motivation ($\beta=0.125^*$) and also significant with job satisfaction. Results shows that moderation of distributive justice is also provide support because the β vale of the interactional terms is significant ($\beta=.017^*$) for employee motivation and ($\beta=-.044^*$) for job satisfaction.

Discussion

Employee performance and Employee motivation:

Employee performance has significant positive impact on employee motivation and our result provide support to our hypothesis. Past studies also shows that employee performance has significant positive impact with employee motivation. Kamphorst and Swank revealed that a positive appraisal motivates an employee appraisal in a positive way.

Employee motivation and Job Satisfaction:

Employee motivation has significant positive impact on job satisfaction and our data provide support to our hypothesis. Past studies also provide support to our hypothesis. Job satisfaction is under the influence of a series of factors such as the nature of work, salary, growth opportunities, management, work groups and working conditions etc. (Aziri, 2011)

Distributive Justice and Employee motivation:

Distributive has significant positive impact on Employee motivation and our data provide support to our hypothesis. Past studies also provide support to our hypothesis. However, it is also possible that reward contingencies are linked to decreased autonomous motivation if they are experienced as controlling the person's behavior at work (Deci, Koestner, & Ryan, 1999)

Distributive Justice and Job Satisfaction:

Distributive justice has significant positive impact on job satisfaction and our data provide support to our hypothesis. Past studies provide support to our hypothesis. Decision makers must give special attention to issues like allocating monetary resources, hiring employees in organizations, policy making and its implications in respect of justice as they affect other people in the organization (Colquitt, Greenberg, & Zapata-Phelan, 2005).

Moderating Role of distributive justice between employee performance & employee motivation:

Distributive justice moderates the relationship of employee performance and employee motivation and our data provide support to our hypothesis. This relation was also examined by some other researchers as well and they conclude that High base pay as also been associated with higher intrinsic motivation at work, a finding that was explained in terms of distributive justice (Kuvaas, 2006). which has been associated with increased intrinsic motivation (Fisher, 1978).

Moderating Role of distributive justice between employee performance & job satisfaction:

Distributive justice moderates the relationship of employee motivation and job satisfaction and our data provide support to our hypothesis. This relation was also examined by some other researchers as well and they conclude that Therefore in order to be competitive in this global business environment companies must identify factors that affect job satisfaction and morale of their employees (Al-Zu'bi, 2010).

Implication for managers:

This study shows the importance of some key variable of the human resource domain. Hr managers of the organizations should keep in mind about the fact that employee performance appraisal does not proceed towards employee motivation and job satisfaction. Distributive justice is important for employee motivation and it has also effect on this but distributive justice has no effect on job satisfaction. And distributive justice do not moderates the relation of employee performance with employee motivation and job satisfaction.

Limitation and direction for future research:

Our response rate is 92% which is low as compared to Asian culture because high response rate is quite common in Asian culture. First is that small sample size has been taken which may not be applicable to whole population, a larger and more diverse sample can provide more comprehensive information on the issue. Similarly it will be useful to collect data longitudinally. Secondly geographical area covered for the study is a constraint i.e. Twin Cities. The variable studied may have more implications, effects or they can give more effective results in other geographical boundaries i.e. Pakistan' other cities. Due to convenient sampling technique it may have given birth to biasness in results. We also take some other variables of Hr domain as moderator instead of distributive justice

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Appendix:

Questionnaire:

Employee Motivation (*Mowday, Steers, and Porter (1979)*)

strongly disagree	disagree	Neither agree/disagree	agree	strongly agree
1	2	3	4	5

1. A feeling of being involved	1	2	3	4	5
2. Job security	1	2	3	4	5
3. Good Wages	1	2	3	4	5
4. Promotion or career development	1	2	3	4	5
5. Good working conditions	1	2	3	4	5
6. Managers/Supervisor loyalty to employees	1	2	3	4	5

Job Satisfaction (*Mowday, Steers, and Porter (1979)*)

1. In general, I am satisfied with my job	1	2	3	4	5
2. I find that my opinions are respected at work.	1	2	3	4	5
3. I am satisfied with the recognition I get for the work I do.	1	2	3	4	5

Employee Performance Appraisal (Williams, L.J. (1991) Boreman, W. C., & Motowidlo, S. J. 1993)

Employee performance scale (exact)	
Task	1-I adequately complete duties assigned to me 1 2 3 4 5
	2-I fulfill responsibilities specified in my job description 1 2 3 4 5
	3-I performs tasks that are expected of myself 1 2 3 4 5
	4-I meet formal performance requirements of my job. 1 2 3 4 5
	5- I engage in activities that will directly affect my performance 1 2 3 4 5
Contextual10	6-While performing my duty , I do comply with instructions even when supervisors are not present 1 2 3 4 5
	7-I do cooperate with others in a team 1 2 3 4 5
	8-I persist in overcoming obstacle to complete the task 1 2 3 4 5
	9-I display proper business appearance and good bearing 1 2 3 4 5
	10-I do volunteer for additional duty 1 2 3 4 5
	11-I follow proper procedures and avoid unauthorized short cuts 1 2 3 4 5
	12-I look for a challenging assignment 1 2 3 4 5
	13-I offer to help other accomplish their work 1 2 3 4 5
	14-I pay close attention to important details 1 2 3 4 5
	15-I defend the supervisor's decision 1 2 3 4 5

16-I render proper business courtesy				
1	2	3	4	5
17-I support and encourage a coworker with a problem				
1	2	3	4	5
18-I take a initiative to solve a problem				
1	2	3	4	5
19-I am able to exercise personal discipline and self-control				
1	2	3	4	5
20-I am able to tackle a difficult work assignment enthusiastically				
1	2	3	4	5
21-I voluntarily do more than the job requires helping others or contributing to organization effectiveness				
1	2	3	4	5

Distributive Justice. (Fernand and Awamleh, (2006)

1. My work schedule is fair	1	2	3	4	5
2. I think that my pay is fair	1	2	3	4	5
3. I consider my work load to be quite fair	1	2	3	4	5
4. Overall the rewards I receive are quite fair	1	2	3	4	5
5. I feel that my job responsibilities are quite fair	1	2	3	4	5

Demographics

1. What is your gender?

- Male
- Female

2. Age between

18-25	26-35	36-45	46-55	56-Above
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3. Marital Status

- Married
- Un-Married

4. Income

10,000-20,000	20,001-30,000	30,001-40,000	40,001-50,000	50,000-Above
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