

Perceived Fairness and Satisfaction towards Performance Appraisal Process: Do they affect Organizational Commitment and Industrial Relations Climate?

Suhaimi Sudin, Juraifa Jais & Mafuzah Mohamad

Abstract

Performance appraisal systems present valuable performance information to a number of critical human resource activities. Nevertheless, the performance appraisal systems impose a questionable of measurement accuracy, stimulates employee conflict and competition. Due to the paradox facets of performance appraisal system, major issues in related to an intricate dynamic relationship between employee satisfaction and perceived fairness are raised. As the employee satisfaction and perception are linked to both organizational commitment and industrial climate, it is important to gain a deeper understanding. Therefore, this paper attempts to explore the relationship between perceived fairness and reaction of performance appraisal system towards organizational commitment and industrial relations climate from an Asian perspective. Overall, this paper would be able to shed a new light in understanding the dynamic linkage, thereby leading to a new understanding of performance appraisal processes.

INTRODUCTION

In many organizations, performance appraisal systems remain one of the most intricate human resource techniques (Holland, De Cieri, Teicher, & Gough, 2005; Roberts, 1992) and serve as great paradoxes of efficient human resource management (Taylor, Tracy, Renard, Harrison & Carroll, 1995; Gibbons & Kleiner, 1994). Generally, performance appraisal systems present valuable performance information to a number of critical human resource activities, such as the allocation of rewards (Holland et. al., 2005; Boxall & Purcell, 2003; Allen & Meyer, 1990); feedback on the development and assessment of training needs (Taylor et. al. 1995); and credentials for legal purposes (Jordan, 1990). Nevertheless, individual performance appraisal presumes a questionable of measurement accuracy (Roberts, 1992; Allen & Meyer, 1990; Jordan, 1990), stimulates employee conflict and competition (Boxall & Purcell, 2003; Gibbons & Kleiner, 1994; Allen & Meyer, 1990), dispense an immoderate responsibility to individual employees while underestimate the magnitude of the general work process (Holland, De Cieri, Teicher, & Gough, 2005; Boxall & Purcell, 2003).

PROBLEM STATEMENT

Performance appraisal processes may not be absolutely an objective, but certainly it is not an illusory. The concern of “due process” based on perception of fairness is the key issue in both assessing and closing the fundamental gap between performance appraisal theory and performance appraisal practice. As organizations highlight functions of performance appraisal in assessing employees’ performance, a solid understanding of employees’ perceptions and reactions towards performance appraisal and its impact to organizational commitment is deemed vital. However, there is fairly little empirical research evidences from an Asian perspective on the effects of employees’ perceptions and reactions towards organizational commitment, which in return affecting the industrial climate.

RESEARCH QUESTION

Thus, the proposed research questions to be examined are; (1) What are the relationships between perceived fairness of performance appraisal and organizational commitment? (2) What are the relationships between reactions towards performance appraisal with organizational commitment? (3) What are the relationships between organizational commitment and industrial relations climate? (4) What are the relationships between perceived fairness and reactions of performance appraisal towards organizational commitment? (5) What are the relationships between reactions and industrial relations climate?

PURPOSE OF STUDY

Overall, this paper attempts to examine the constructs of the perceived fairness and satisfaction within the performance appraisal processes, focusing on its impact towards both organizational commitment and industrial climate. Greenberg's (1986a, 1986b, 1987) organizational justice framework would be served as its theoretical foundation in discussing this issue. Specifically, this paper will; (1) explore the relationship between fairness of performance appraisal and organizational commitment, (2) explore the relationship between reactions towards performance appraisal with organizational commitment, (3) explore the relationship between organizational commitment and industrial relations climate, (4) explore the relationship between fairness and reactions of performance appraisal towards organizational commitment, and (5) explore the relationship between reactions and industrial relations climate.

LITERATURE REVIEW

Applying Organizational Justice Theory to Performance Appraisal

The perception of fairness on performance appraisal would be analyzed and discussed in the light of Greenberg's theory of organizational justice. Greenberg (1986b) was one of the first to apply organizational justice theory to performance evaluation. He posed the basic research question as to what makes a performance appraisal appear to be fair. Further he considered whether it is what one receives or how the decision is made, or both, that makes performance appraisals seem fair (Greenberg, 1986b).

Specifically, what people deem to be fair depends on their experience upon endorsed opinions regarding suitable ways to distributive outcomes and to treat others (Greenberg, 2001). Constant exposure to these standards produces expectations that serve as the basis for assessment of fairness (Greenberg, 2001). Behavior in compliance with these expectations is translated as of fairness, while breaches of these expectations are translated as acts of unfairness (Greenberg, 2001).

Perceived fairness and organizational justice

In general, organizational justice has long been acknowledged as one of the important factors for organization effectiveness (Cropanzano & Folger, 1991). Researchers interested in organizational justice have agreed that concerns about fairness on the job are universal in nature (James, 1993; Tyler, Boeckmann, Smith & Huo, 1997). In contrast, Greenberg (1990) refers organizational justice as the just and fair manner in which organizations treat their employees.

Moreover, organizational justice illustrates the perception of individual or groups towards fairness treatment received from the organization and their responses to such perception (James, 1993). Generally, organizational justice considered to embody three different components: distributive justice, procedural justice and interactional justice (McDowall & Fletcher, 2004). Distributive and procedural justice has been the most widely studied constructs in justice research fields (McDowall & Fletcher, 2004). Due to this factor, this paper focuses on perceived fairness in relation to distributive and procedural justice.

Distributive justice

Distributive justice has been expansively studied over the past few decades since the equity theory was first developed by Adams (1963) (Greenberg, 1990). Early research (Adams, 1965) paid attention to distributive justice based on social exchange theory, which suggests that employees perceive unfair treatment when they receive less returns than they expected (Greenberg, 1990). Despite these early and extensive justice researches, one limitation on them was that the perceived fairness of outcomes was the only major focus (Greenberg, 1990). Many researchers argue that the perceived fairness of the process, which was used to determine distributive outcomes, also needed to be studied (Thibaut & Walker, 1975). Recently, a growing number of researchers have initiated to examine the influence of both procedural and distributive justice on organizational attitude and behaviors (Greenberg, 1987; Cropanzano and Folger, 1991; Dailey & Kirk, 1992).

Literally, distributive justice relates with the fairness of allocation of resources (Milkovich & Newman, 2005). In other words, distributive justice refers to the amount of resources or rewards that is distributed to employees (Milkovich & Newman, 2005). Folger and Greenberg (1985) suggest that distributive justice refers to the perceived fairness of the content and the consequences. On the other perspective, Deutsch (1985) defines distributive justice as perceived fairness on the distribution of outcomes including conditions and goods that will affect individual wellbeing. Perception of fairness of distribution may lead to emotional feelings and emotional behaviors as it relates to individual's cognitive decision (Greenberg, 1987). According to Greenberg and Cropanzano (2001), unfair treatment of individuals tends to produce negative attitudes and behaviors than those who are treated fairly.

Distributive justice also refers to the concerns expressed by employees with regards to the distribution of resources and outcomes, which involve a fair distribution of reward as well as resources (Greenberg, 1990; Schminke, Ambrose, and Noel, 1997; Cropanzano and Folger, 1989). Interestingly, it is the individual within the organization who determines the fairness of the distribution through comparison with others (Greenberg 1986a). To exemplify, the employee is concerned about the equity aspect of justice in related to work loads, work schedules, salary levels, bonuses, promotions and housing allowances (Greenberg 1986a). Moreover, it deals with the employee's perception of whether the outcome is fair or otherwise develops the foundation of the distributive justice. In sum, distributive justice highlights on individual's response towards unfair treatment or unfair distribution of rewards and resources by organization (Greenberg, 1987).

Procedural justice

On the other hand, procedural justice refers to the process used to make pay decisions (Brockner, Leung & Skarlick, 2000), the fairness of the means that an organizations uses to determine outcomes (Milkovich & Newman, 2005), or the process of decision making for the distribution (Folger & Konovsky, 1989). Procedural justice proposes that the way a pay decision is made maybe as significant as the results of the decisions to the employees (Milkovich & Newman, 2005). Hence, procedural justice concentrates on employee attention in related to the procedures in making decisions (Milkovich and Newman, 2005; Folger and Konovsky, 1989). The employee is concerned about whether the decision process is fair and the process used to determine the outcome was just (Folger and Greenberg, 1985). These procedures should be constant, bias free and include the concerns of all groups and be morally acceptable (Leventhal, 1980).

Employee satisfaction

Due to the paradox facets of performance appraisal system, major issues in related to an intricate dynamic relationship between employee satisfaction and perception of fairness are raised (Allen & Meyer, 1990). Employee satisfaction is defined as a path of an emotional state, or affective direction, emanated from the assessment of one's work and work experience (McFarlin & Rice, 1991). Significantly, employee satisfaction is viewed as an individual's perception and reaction to the overall job experience (Locke 1969 as cited in McFarlin & Rice, 1991). Overall, employee satisfaction is determined based on diverse elements or variables which in return influencing the way individuals feel about their work environments (Locke 1969 as cited in McFarlin & Rice, 1991). Therefore, the impact of the perception of fairness and reaction towards performance appraisal relating to the organizational commitment and industrial climate must be studied in order to further understand its significant impact.

Reactions towards performance appraisal

Depending on the perceived fairness in related to the organizational justice, there are many reactions towards the performance appraisal. Andrews, Witt and Kacmar (2003) argue that inappropriate distribution of organizational outcomes leads to jealousy and resentment. It creates a perception of unfair treatment and use of unauthorized behaviors in a manner that is negative to others (Andrews et. al., 2003). Greenberg and Tyler (1987) strongly suggest that when there is a perception that the procedures have been used unfairly or rewards and resource have been distributed is an unequal conduct, it establishes a perception of injustice, thereby leading to an erosion of trust in the organization. Additionally, the interpersonal treatment one

receives also influences trust. Ironically, a negative interpersonal treatment can amend the perception of justice even though rules and procedures had been applied fairly (Saunders and Thornhill, 2003).

In contrast, many authors suggest that organizational fairness in decision-making processes may encourage employees' acceptance of and positive reactions to many types of organizational decisions. Tremblay, Sire and Balkin, (2000) add that procedural justice would affect in stronger attachment to the organization particularly for people who being respected by group or organization. Furthermore, constructive and positive working arrangements influence a greater willingness to exert productive effort and to provide a high standard of customer service (Ichniowski 1986). Overall, the perception of fairness subsequently leads to an experience of higher organizational commitment, psychological well-being, and increased job performance (Samad, 2006; Tremblay et al. 2000; Ichniowski, 1986).

Perceived fairness towards organizational commitment

A large number of research states that there is a significant relationship between work related factors (example; job satisfaction, fairness towards performance appraisal) and organizational commitment (Samad, 2006; Aycan & Kabasakal, 2006; Rivai, 2005; Samad, 2005; Roberts, Coulson & Chonko, 1999; Sweeney & McFarlin, 1993; Cropanzano & Folger, 1991; Alexander & Ruderman, 1987; Reichers, 1985). Generally, organizational commitment has varied explanations and measures in the academic literature. Many authors agree that organizational commitment is acknowledged to be a bond or linking of the individual to the organization (Samad, 2006; Samad, 2005; Rivai, 2005; Cropanzano & Folger, 1991). Based on the literature, there are two major views of organizational commitment; behavioral approach (Allen & Meyer, 1990) and attitudinal approach (Mathieu & Zajac, 1990; Mowday, Porter & Steers, 1982). The attitudinal approach defines commitment as an approach in term of nature and quality in related to the linkage between an employee and an organization; a firm conviction in and recognition of the organization's goals and values; a willingness to exercise substantial effort on behalf of the organization; and a strong desire to maintain attachment to the organization (Mathieu & Zajac, 1990; Mowday et al., 1982).

On the other hand, the behavioral approach to organizational commitment is concerned mainly with the process by which individuals develop a sense of attachment not to an organization but to their own actions (Oliver, 1990). In describing the major constructs of this approach, Allen and Meyer (1990) proposed three components namely: affective, continuance and normative commitment. They state that the affective component of organizational commitment refers to employees' emotional attachment to, identification with and involvement in the organization (Allen & Meyer, 1990). The continuance component refers to commitment based on the costs that employees associate with leaving the organization (Allen & Meyer, 1990). Finally, normative commitment reflects an employee's feeling of obligation to remain with the organization (Allen & Meyer, 1990). To exemplify, persons with a strong sense of normative commitment remain in organizations because they feel they ought to remain with the organization (Allen & Meyer, 1990).

In related to the organizational justice, many previous researches suggest that both procedural and distributive justice perceptions were positively related to organizational commitment (Samad, 2006; Tremblay et al., 2005; Fields, Pang & Chiu, 2000; Cropanzano & Folger, 1991; Loscocco, 1989). The authors agree that the level of organizational commitment and job satisfaction will increase if employees experience high level of procedural and distributive justice (Samad, 2006; Tremblay et al., 2005; Cropanzano & Folger, 1991; Loscocco, 1989). Both Samad (2006) and Martin (1981) report that the feelings of satisfaction and commitment are most likely to occur when there is a belief that the rewards employees received are equitable in comparison to others. Fields et al. (2000) add that procedural and distributive justice affected both job satisfaction and evaluation of supervision.

Additionally, some authors argue that distributive justice had more effects on both job satisfaction and organizational commitment than procedural justice (Samad, 2006; Roberts et al., 1999; Tang & Sarsfield-Baldwin, 1996; Alexander & Ruderman, 1987). It is reported that quitting intent or disloyal to organization exhibited a much stronger relationship with distributive justice than procedural justice (Alexander & Ruderman, 1987). Moreover, distributive justice has been an influence factor in determining variance in

pay satisfaction and personal level evaluation than procedural justice (Tang & Sarsfield-Baldwin, 1996; Sweeney & McFarlin, 1993).

In another stream of opinions, some authors believe that procedural justice would be a better predictor of job satisfaction, satisfaction to the organization and loyal behavior than distributive justice (Sweeney and McFarlin, 1997; Scarpello & Jones, 1996; Yoon, 1996; Folger & Konovsky, 1989). A study by Sweeney and McFarlin (1993) conclude that distributive justice predicted pay satisfaction while procedural justice predicted organizational commitment. In another study by Cropanzano and Folger (1991), it is found that procedural justice influenced the evaluation of the organization and its authorities in related to trust in organization and organizational commitment. Consequently, if employees can be guaranteed of fair procedural treatment, they may likely to be loyal, which is a sign of organizational commitment (Tang & Sarsfield-Baldwin, 1996; Cropanzano & Folger', 1991). Interestingly, Yoon (1996) concludes that procedural justice and equity status had more effect on job satisfaction than distributive justice in the Asian context. In Asian collective societies, which value relational norms and social harmony, they would prefer the equality principle and need-based distribution rule of rewards while individualistic oriented societies prefer the contribution-based equity principle (Yoon, 1996; Rivai, 2005)

Industrial Relations Climate

Another predicted end result that link to the organizational commitment would be industrial relations climate. It can be noted that employee job performance and satisfaction are the reflection of the organizational commitment, which consequently might impact the industrial relations climate (Dastmalchian, Adamson & Blyton, 1986). The industrial relations climate refers to some attribute atmosphere in the workplace which affects the relationship between employees and management related matters (Dastmalchian et al, 1986). Dastmalchian, Blyton and Adamson (1989), suggest that there are two types of climate; psychological and organizational level of analysis in which his/her perceptions and understanding is assessed. Psychological climate refers to the individual level of analysis in which his/her perception (Dastmalchian et. al, 1986). On the other hand, organizational climate comprises the combined perception of the organization members (Dastmalchian, Blyton & Adamson, 1991).

Moreover, industrial relations climate is defined as an “umbrella-type or molar” concept that has the capacity to convey the general psychological environment of an organization and consequently can influence the satisfaction, motivation and behavior patterns of individuals in the workplace (Litwin & Stringer, 1968; Payne, 1971). It is also pertains to the norms and attitudes reflecting union-management relationship in an organization (Dastmalchian et. al., 1991). Overall, research has shown that the concept of climate links individual and organizational level of analysis (Katz, Kochan & Gobeillev, 1983; Katz, Kochan & Weber, 1985; Payne & Mansfield, 1973).

The role of organizational climate not only act as an important concept to explain organizational behavior but also as an outcome of various policies and structures implemented by organizational decision maker, and which consequently leads to the enhancement or deterioration of organizational performance (Dastmalchian et. al, 1986). Both Cooke (1990) and Ichniowski (1992) agree that a belief that the workplace was fair and the due process was followed influence the perceptions of a cooperative labor relations climate. Significantly, procedural justice emerged as an antecedent of the perceived character of the union-management relationship as well as a determinant of the level of branch productivity and customer service quality (Ichniowski 1986; Schuster,1983).

Moreover, prior research has shown that justice climate is positively associated with unit members' job satisfaction, commitment, and organizational citizenship behavior (Liao & Rupp, 2005; Mossholder, Bennett, 2000). The authors agree that a group's collective perceptions-or climate-are positive, positive individual-level outcomes will ensue (Liao & Rupp, 2005; Mossholder et. al., 1998; Bennett, 2000). When the justice climate is low, the relationship between individual justice perceptions and individual outcomes to be decreased (Scandura, 1999).

Nevertheless, it is found that all employees may not be equally valued if an individual perceives fair treatment but the group as a whole is treated unfairly (Scandura, 1999). Additionally, there is a potential for

the individual to not be treated fairly in the future, and therefore leading to a positive relationship between his or her justice perceptions and attitudinal outcomes may be established (Scandura, 1999). Scandura (1999) add if there is discrepancy in how group members are treated, even for individuals who are treated fairly, internal conflict within the group will influence individual attitudes and behaviour. In contrast, the relationship between individual justice perceptions and individual job attitudes will be stronger when justice climates are high (David Mayer, Lisa Nishii, Benjamin Schneider, Harold Goldstein, 2007).

Parallel to the objective of this paper and consistent with the relevant literature, this paper proposes to test the following hypotheses:

Hypothesis 1: There is positive relationship between perceived fairness of performance appraisal and organizational commitment.

Hypothesis 2: There is relationship between reactions towards performance appraisal with organizational commitment.

Hypothesis 3: There is positive relationship between organizational commitment and industrial climate.

Hypothesis 4: There is positive relationship between perceived fairness and reactions of performance appraisal towards organizational commitment.

Hypothesis 5: There is a relationship between reaction and industrial relations climate.

RESEARCH FRAMEWORK

Based on the above discussion, this paper proposes the following research framework;

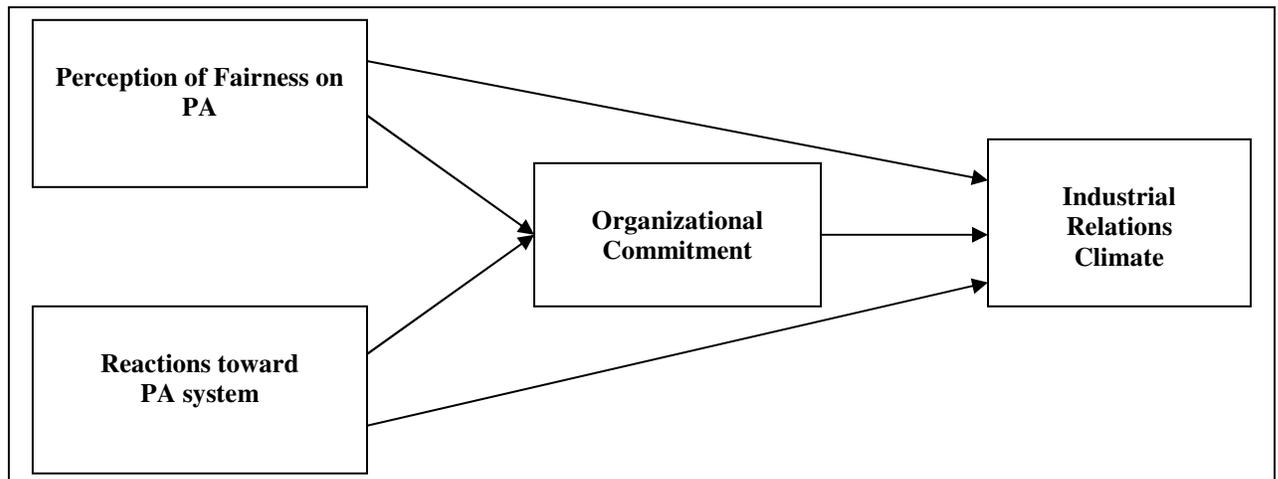


Figure 1: Research Framework: The relationships between Perception of Fairness of PA Process, Reactions toward PA system, Organizational Commitment and Industrial Climate

RESEARCH IMPLICATION

In conclusion, this paper has explored the literature detailing the linkage between perception of fairness and organizational commitment, focusing to its link with the industrial climate. The reactions of the performance appraisal resulted from the perception of fairness have been also discussed. A review of theoretical and empirical research appears to indicate that an individual or group perception of fairness and reactions would normally have a spillover effect, which most likely to affect both organizational commitment and industrial climate. Hence, an in depth understanding in the dynamic relationship of the linkage is highly vital in facilitating and enabling performance appraisal to be a potent medium for both organizational and employees' goals.

REFERENCES

- Adams, J. S. (1963), "Toward an understanding of inequity", *Journal of Abnormal and Social Psychology*, Vol. 67, pp. 422-436.
- Adams, J. S. (1965), *Inequity in social exchange*, In L. Berkowitz (ed.) *Advances in Experimental Social Psychology* 2: 267-299, New York: Academic Press.
- Alexander, S. and Ruderman, M. (1987), "The role of procedural and distributive justice in organizational behavior", *Social Justice Research*, Vol. 1, pp. 177-198.
- Allen, N.J. and Meyer, J.P. (1990), "The measurement and antecedents of affective, continuance, and normative commitments to organization", *Journal of Occupational Psychology*, Vol. 63, pp.1-8.
- Andrews MC, LA Witt and KM Kacmar (2003), "The Interactive Effects of Organisational Politics and Exchange Ideology on Manager Ratings of Retention", *Journal of Vocational Behaviour*, Vol 62, pp. 357-369.
- Aycan, Z. and Kabasakal, H. (2006), "Social Contract and Perceived Justice of Workplace Practices to Cope With Financial Crisis", *Group & Organization Management*, Vol. 31, Iss. 4; pp. 469-503.
- Bennett N. (2000), "A case for procedural justice climate: Development and test of a multilevel model", *Academy of Management Journal*, Vol. 43, pp.881-889.
- Boxall P. and Purcell, J. (2003), *Strategy and Human Resource Management*, Palgrave Macmillan, Houndsmill, Basington/New York.
- Brockner, Y.Leung, C.K. and Skarlick, D. (2000), "Culture and procedural fairness: When the effects of what you do depend on how you do it", *Administrative Science Quarterly*, Vol. 45, pp. 138-159.
- Cooke, W.N. (1990), *Labor-Management Cooperation*. Kalamazoo, Mich.: W.E. Upjohn Institute for Employment Research.
- Cropanzano, R and Folger, R. (1991), *Procedural justice and worker motivation*. In Steers, R.M and Porter, L.W (Eds), *Motivation and work behavior* (8th ed). New York:
- Cropanzano, R. and Folger, R. (1989), "Referent cognitions and task decision autonomy: beyond equity theory", *Journal of Applied Psychology*, Vol. 74, pp. 293-302.
- Dailey, R.C. and Kirk, D.J. (1992), "Distributive and procedural justice as antecedents of job dissatisfaction and intent to turnover", *Human Relations*, Vol. 45, Issue 3, pp. 305-322.
- Dastmalchian, A, Adamson, R and Blyton, P. (1986), "Developing a measure of industrial relation climate", *Relation Industrielles*, Vol. 41 (4), pp. 851-859.
- Dastmalchian, A, Blyton, P, and Adamson, R, (1989), "Industrial relations climate: Testing a construct", *Journal of Occupational Psychology*, Vol. 62, pp. 21-32.
- Dastmalchian, A, Blyton, P, and Adamson, R, (1991), *The climate of workplace relations*, Routledge , London.
- Deutsch, M. (1985), *Distributive justice: A social-psychological perspective*. New Haven.
- Fields,D., Pang, M. and Chiu, C. (2000), "Distributive and procedural justice as predictors of employee outcomes in Hong Kong", *Journal of Organizational Behavior*, Vol. 21(5), pp. 547-562.
- Folger, R. and Greenberg, J. (1985), "Procedural justice: an interpretive analysis of personnel systems", *Research in Personnel and Human Resources Management*, Vol. 3, pp: 141-183.
- Folger, R. and Konovsky, M.A. (1989), "Effects of procedural and distributive justice on reactions to pay raise decisions", *Academy of Management Journal*, Vol. 32 No. 1, pp. 115-30.
- Gibbons,F.X. and Kleiner,B.H.(1994), "Factors that Bias Employee Performance Appraisals", *Work Study*, Vol. 43, Issue 3, pp. 10 – 13.
- Greenberg , J. and Tyler, T.R. (1987), "Why Procedural Justice in Organizations?", *Social Justice Research*, Volume1, pp.127-142.
- Greenberg, J. (1986a), "Determinants of Perceived Fairness In Performance Evaluation", *Journal Of Applied Psychology*, Vol. 71, pp.340-342.
- Greenberg, J. (1986b), *Determinants of Perceived Fairness of Performance Appraisal Evaluations*, in R. J. Lewicki, B. Shepard and M. Bazerman, (Eds.) *Negotiations In Organizations*, pp. 25 – 41, JAI Press, Greenwich.
- Greenberg, J. (1987), "A Taxonomy of organizational justice theories", *The Academy of Management Review*, Vol. 12 (1), pp. 9-22.
- Greenberg, J. (1990), "Organizational Justice: Yesterday, Today, and Tomorrow", *Journal of Management*, Vol. 16, Issue 2, pp. 399-432.

- Greenberg, J. (2001), "Studying organizational justice cross-culturally: Fundamental challenges" *International Journal of Conflict Management*, Vol. 12, Issue 4; pp. 365-75.
- Greenberg, J., & Cropanzano, R. (2001), *Advance in organizational justice*, Stanford, CA: Stanford University Press.
- Holland, P., De Cieri, H., Teicher, J. & Gough (2005), *Issues in Human Resource Management* compiled from Holland and De Cieri Cotemporary Issues in HRD and Teicher, Holland & Gough, Employee Relations Management, Pearson Education, Australia.
- Ichniowski (1992), *Human Resource Practices and Productive Labor-Management Relations* In David Lewin, Oliver S. Mitchell, and Peter D. Sherer, eds., Research Frontiers in Industrial Relations and Human Resources. Madison, Wis.: Industrial Relations Research Association.
- Ichniowski, C. (1986). "The Effects of Grievance Activity on Productivity", *Industrial and Labor Relations Review*, Vol. 40, No. 1 (October), pp. 75-89.
- James, K. (1993), *The social content of organizational justice: Cultural, intergroup and structural effects on justice behavior and perceptions* In R. Cropanzo (Ed), Justice in the workplace: Approaching fairness in human resource management (pp. 21-50). Hillsdale, NJ: Lawrence Erlbaum.
- Jordan, J. L. (1990), "Performance Appraisal Satisfaction and Supervisors' Traits," *Psychological Reports*, Vol. 66, 1337-1338;
- Katz, H., Kochan, T. and Gobeillev, K. (1983), "Industrial Relations Performance, Economic Performance, and QWL Programs: An Interplant Analysis", *Industrial and Labor Relations Review*, Vol. 37, No. 1, pp. 3-17.
- Katz, H., Kochan, T. and Weber, M. (1985), "Assessing the Effects of Industrial Relations Systems and Efforts to Improve the Quality of Working Life on Organizational Effectiveness", *Academy of Management Journal*, Vol. 28, No. 3, pp.509-26.
- Leventhal GS. (1980), What should be done with equity theory? In Gergen KJ, Greenberg MS, Willis RH (Eds.), Social exchange: Advances in theory and research (pp. 27-55), Plenum Press, New York.
- Liao H, Rupp DE. (2005), "The impact of justice climate and justice orientation on work outcomes: A cross-level multifoci framework", *Journal of Applied Psychology*, Vol. 90, pp. 242-256.
- Litwin, G. H. & Stringer, R. A. (1968), *Motivation and Organizational Climate*, Cambridge, MA: Harvard.
- Loscocco, K. A. (1989), "The interplay of personal and job characteristics in determining work commitment", *Social Science Research*, Vol.18, pp. 370-394.
- Martin, J. (1981), *Relative deprivation: A theory of distributive justice for an era of shrinking resources*, in *CLL and BM Staw (eds). Research in Organizational Behavior*, CT: JAI Press.
- Mathieu, J.E. & Zajac, D.M (1990), "A review and meta-analysis of the antecedents, correlates and consequences of organizational commitment, *Psychological Bulletin*, Vol. 108, pp. 171-194.
- Mayer, D., Nishii, L., Schneider, B. and Goldstein, H. (2007), "The precursors and products of justice climates: Group leader antecedents and employee attitudinal consequences", *Personnel Psychology*, Vol. 60, Iss. 4, pp. 929- 964.
- McDowall, A. and Fletcher C. (2004), "Employee development: an organizational justice perspective", *Personnel Review*, Vol. 33 No. 1, p. 8.
- McFarlin, D.B. and Rice, R.W. (1991), "Determinants of satisfaction with specific job facets: A test of Locke's model", *Journal of Business and Psychology*, Vol. 6, Number 1, pp. 25-38.
- Milkovich, G.T. and Newman, J.M. (2005), "Compensation management. 8th Ed. New York: Moorman, R.H. (1991), "Relationship between organizational justice and organizational citizenship behaviors: do fairness perceptions influence employee citizenship?", *Journal of Applied Psychology*, Vol. 76, pp. 845-55.
- Mossholder, K.W, Bennett, N. and Martin, C.L. (1998), "A multilevel analysis of procedural justice context", *Journal of Organizational Behavior*, Vol. 19, pp.131-141.
- Mowday, R.T., Porter, L.W. & Steers, R.M. (1982), *Employees organizational linkages: The psychology of commitment, absenteeism and turnover*, Academic Press.Naumann SE, New York.
- Oliver, N. (1990). Rewards, investment, alternatives and organizational commitment: Empirical evidence and theoretical development, *Journal of Occupational Psychology*, pp. 2-7.
- Payne, R. & Mansfield, R. (1973), "Relationships of perceptions of organizational climate to organizational structure, context and hierarchical position", *Administrative Science Quarterly*, Vol. 18, pp. 515-526.
- Payne, R. & Pugh, D. S. (1976), Organizational structure and climate. InM. D. Dunnette (Ed.), *Handbook of Industrial and Organizational Psychology*, pp. 1125-1173. Chicago: Rand McNally.

- Payne, R. (1971), "Organizational climate: "The concept and some research findings", *Prakseologia*, 39/40, Rok, pp. 143-158.
- Reichers, A.E. (1985), "A review and reconceptualization of organizational commitment", *Academy of Management Review*, 10(7), pp. 465-476.
- Rivai, H.A. (2005), "An empirical test of the impacts of organizational justice, job satisfaction and commitment on turnover intent and organizational citizenship behavior", *The Asian Academy of Applied Business*, Vol. 2, pp. 278-292.
- Roberts J.A, (1992), *Employee Involvement: Methods for improving performance and work attitudes*, Thousand Oaks, CA: Sage Publications, U.S.
- Roberts, J.A, Coulson, K.R and Chonko, L.B.(1999), "Salespersons perception of equity and justice and their impact on organizational commitment and intent to turnover" *Journal of Marketing Theory and Practice*, Vol. 7(1), pp. 1-16.
- Samad, S. (2005). Mediating effect of organizational commitment on job satisfaction-turnover intentions relationship, *Academy of Taiwan Business Management Review*, Vol. 1(2), pp. 1-10
- Samad, S. (2006), "Procedural and Distributive Justice: Differential Effects on Employees' Work Outcomes", *The Business Review*, Vol. 5, Iss. 2; pp. 212-219.
- Saunders, M.N.K and Thornbill, A. (2003) "Organisational Justice, Trust and the Management of Change: An Exploration." *Personnel Review*, Vol.32, No 3, pp 360-375.
- Scandura TA. (1999), "Rethinking leader-member exchange: An organizational justice perspective", *Leadership Quarterly*, Vol. 10, pp.25-40.
- Scarpello.V. and Jones., F.F (1996), "Why justice matters in compensation decision making", *Journal of Organizational Behavior*, Vol. 17 (3), pp.285-99.
- Schminke M, ML Ambrose and TW Noel, 1997. "The Effect of Ethical Framework on Perceptions of Organisational Justice", *Academy of Management Journal*, Vol 40 No 5, pp 1190-1207.
- Schuster, M. (1983), "The Impact of Union- Management Cooperation on Productivity and Employment," *Industrial and Labor Relations Review*, Vol. 36, No. 3, pp. 415–30.
- Sweeney, P.D. and and McFarlin, D.B. (1997), "Process and outcome: Gender differences in the assessment of justice", *Journal of Organizational Behavior*, Vol. 18(1), pp.83-98.
- Sweeny, P. and McFarlin, D. (1993) "Workers' evaluations of the "ends" and the "means": an examination of four models of distributive and procedural Justice", *Organizational Behavior and Human Decision Processes*, Vol. 55, pp.23-40.
- Tang, T.L. and Sarsfield-Baldwin, L.J (1996), "Distributive and procedural justice as related to satisfaction and commitment", *Advanced Management Journal*, Vol. 61(3), pp. 25.
- Taylor, M.S., Tracy, K.B., Renard, M.K., Harrison, J.K., & Carroll, S.J. (1995), "Procedural justice in performance appraisal: A field test of the due process metaphor for performance appraisal systems", *Administrative Science Quarterly*, Vol. 40, pp. 495 – 523.
- Thibaut, J.W. and Walker, L. (1975), *Procedural justice: A psychological perspective*, Hillsdale, NJ: Erlbaum.
- Tjosvold, D. and J. A. Halco (1992). "Performance Appraisal of Managers: Goal Interdependence, Ratings and Outcomes," *Journal of Social Psychology*, Vol.132, pp. 629-639.
- Tremblay, M. Sire, B and Balkin, D.B. (2000), "The role of organizational justice in pay and employee benefit satisfaction and its effects on work attitudes", *Group and Organization Management*, Vol. 25 (3), pp. 269-90.
- Tyler, T., R., Boeckmann, R. J., Smith, J.J & Huo, Y. J. (1997), *Social Justice in a diverse society*, Westview, Boulder.
- Yoon, J. (1996), "Fairness issues and job satisfaction among Korean employees: The significance of status value and procedural justice in work orientation", *Social Justice Research*, Vol. 9(2), pp. 121-143.