

Management and Business Research Quarterly



2017(4)12-23

The Impact of Performance Appraisal Justice on Organizational Commitment via Positive Emotions: Evidence from Public Sector Universities in Pakistan

Nagina Gul¹, Xu Xiaolin¹, Yang Lanrong¹, Assad Ullah², Mirza Nouman Ali²

¹School of Public Administration, Huazhong University of Science and Technology, Wuhan 430074 P.R China

²School of Management, Huazhong University of Science & Technology, Wuhan, P.R. China.

Received 21 March 2017 Accepted 23 June 2017

ABSTRACT

The aim of this study is to analyze the relationship perception of performance appraisal justice (PAJ) and affective commitment (AC) of public sector universities employees in Pakistan. It further aims to investigate the role of positive emotions (PE) as a mediator of the relationship between affective commitment and performance appraisal justice. This research uses survey method to collect data from 1,037 usable questionnaires. The results indicate a strong positive impact of performance appraisal justice on affective commitment. A constructive and leading relationship between performance appraisal justice and positive emotion has additionally been witnessed. Moreover, the positive emotions and affective commitment are also found to be positively and significantly correlated. In the wake of controlling the mediating variable, the performance appraisal justice became immaterial when part of positive emotions was considered. Hence, it is the confirmation that the moderating role positive emotions between the relationship of performance appraisal justice and affective commitment.

Keywords: Performance Appraisal Justice, Positive Emotions, Affective Commitment, Pakistan universities

Introduction

In today's world, the efficacy of organizations whether small or large; is measured through productivity and contentment of employees. In this regard, performance management plays a fundamental role. Performance appraisal (PA) systems are vital for both human resource management and performance management. Performance appraisal (PA) systems improve

organizational effectiveness by guaranteeing that employees perform to the best of their capacity, build up their potential; and procure deserving rewards. Yet execution of Performance Appraisal system remnants one of the best challenges of successful Human Resource system of RM. Nonetheless, it prompts affective organizational commitment (AC) and delivers with how employees attach to, relate to and get involved with the organization (Meyer and Allen 1991, Meyer, Bobocel et al., 1991, Meyer and Herscovitch, 2001). Performance appraisal justice (PAJ) has widespread ramifications for employees behavior and attitude in public service organization (Erdogan, 2003). Reactions to appraisal and the appraisal process are believed to significantly influence the effectiveness and the overall viability of appraisal systems (Jawahar, 2007). The righteous appraisal in terms of incentives and rewards, bring positive psychological impacts on individuals resulting organizational commitment (AC).

The perspective of Positive Emotion increases satisfaction and happiness (Fredrickson and Joiner, 2002) develop though-activity repertoires, and boost effective results in significant domains of life (Fredrickson and Branigan, 2005). Positive emotions lead to higher level of employees' commitment. Employees in the Public sector have been perceived to be essentially motivated, yet we consider that they wish their performance to be formally perceived by both intrinsic and extrinsic rewards. Keeping the importance of performance appraisal justice, and affective commitment, we were enticed to conduct the research regarding the impact of performance appraisal justice on organizational commitment in public service organization of Pakistan in the presence of positive emotions as mediator which has been previously ignored by the literature.

Various researchers have been conducted on performance appraisals and employee motivation towards work. The studies that are carried out primarily targeted the western countries whereas, developing nations like Pakistan has been ignored. Also, the literature available with regards to emerging countries is constrained. Thus, this research is conducted to fill the gap by examining the extent organizational commitment is affected by performance appraisal justice in public universities in Pakistan. This research is further novel in the sense that it will explore the role of positive emotions as a mediator between performance appraisal justice and positive emotions in the public tor universities of Pakistan.

The article is structured as: after the introductory part, section 2 presents prior work. The literature review assists the selection and integration of suitable variables. It also directs the research to develop a theoretical framework and generate hypothesis. Theoretical underpinning and a researchers' hypotheses have been showcased in section 3. Sections 4 & 5 represent methodology and results respectively. Section 6 exhibits conclusion. Finally, section 7 describes strengths, limitations and future directions.

Literature review

The workforce is usually concerned about the performance appraisal and its implementation inside organization. Social context affects the performance appraisal (Pichler, 2012). Pakistan's public universities, equal and justice treatments are an overall rule that guides the implementation of numerous public employee policies, including hiring, performance appraisal training, termination and promotion and, employees' relationships, and modification activities. The current state of knowledge in organizational justice research indicates that perceived fairness can produce dominant profits employees and organization the same. Numerous studies going back at least two decades have revealed both direct and indirect impacts of justice perceptions on employees' attitudes and various indicators of organizational performance, for example task performance, turnover, counterproductive citizenship behavior and work behavior for the most recent review (Colquitt, Scott et al., 2013).

Justice perception of performance appraisal criteria persuades employees to work hard based in view of the conviction that their efforts will be compensated fairly. While study demonstrates that performance appraisal justice is critical both as administration apparatuses and for their capacity to shape employee motivation and organizational commitment, specialists have also noticed a 'pervasive disappointment' (Williams, Christensen et al., 2015).

Employees are one of the most vital partners of any organization. Since they can be influenced by and furthermore influence their organizational activities, the employees assume a key part in the success or failure of their organization. Employee organizational commitment has generally remained hypothesized as a relatively sound wonder that clarifies uniformity in representative conduct, such as, remaining utilized by the association (Becker, Ullrich et al., 2013). Recent theory and empirical evidence, in any case, demonstrate that dedication is an energetic marvel that develops and decreases in response to optimistic and destructive encounters at work, particularly among newcomers (Klein, Molloy et al., 2012; Solinger, Hofmans et al., 2015).

Positive emotions Impact the two individuals' readiness to add to the association that they have a place with and their propensity to counsel others about their aptitude. This article is organized as takes after. To start with, we utilize value hypothesis as our essential hypothetical focal point to clarify the immediate affiliation between performance appraisal justice and organizational commitment. From that point, we draw on both Adam (1965) Equity theory of organizational justice and second Broaden-and-build theory of positive emotion clarify this relationship.

Given that current thesis argues about organizational commitment as a dynamic wonder, it should be thought about with longitudinal layouts where the change in commitment is a focal point of expectation. Earlier surveys have demonstrated that numerous unanswered inquiries stay with respect to anticipating amendment in responsibility (Morrow 2011, Bergman, Benzer et al., 2013). Employee commitment is a key result for the organization to track after improvement endeavors, since it fundamentally predicts intentional turnover (Koch and Steers, 1978). Such as devotion to work and organizational feasibility when all is said in done (Meyer, Stanley et al.,

2002; Van Dierendonck and Jacobs, 2012). Researchers have observed the supplementary three dimensions of organizational commitment. Affective commitment, normative commitment, and continuance commitment (Meyer and Allen 1991; Vandenberghe, Klein et al., 2009).

However, the most dynamic effective commitment has been over and again originated to enhance employees job performance, turnover, and absenteeism (Breitsohl and Ruhle, 2013). Mathieu and Zajac (1990) defined the three sorts of commitment in a model that has been tried and affirmed by a few different searchers. Affective commitment identifies with the enthusiastic organization, distinguishing proof, and the inclusion of the person in the organization. Affective commitment is related to an emotional connection of the expenses of employees' turnover behavior. At last, employees normative commitment summons a sentiment obligation concerning the institute, in light of measures and individual esteems (Jaros, 2009). A worker's ability to add to organizational objectives is affected by the idea of their organizational commitment (Allen and Meyer, 1990). Impressive research studies have recommended that few or the greater part of the three parts of organizational commitment remain upgraded through performance appraisal justice and public service motivation (Allen and Meyer, 1990; Erdogan, 2002; Fulford, 2005). As per the discoveries of the examination, individuals with high levels of employee commitment would have a deeper relation between public service motivation and performance appraisal justice of public sector universities of Pakistan. In light of the finding, the present examination will inspect the directing part of worker inspiration in the connection between organizational justice and public service motivation in some public sector organization of Pakistan.

Theoretical underpinning and Hypothesis

According to equity theory of organizational justice, performance appraisal is one of the most significant dimension of distributive justice denotes to the degree to which outcomes are perceived as impartial (Adams, 1965). This view posits that employees decide the justice perception of fairness of work outcomes by observing at the proportion of their performance (e.g., endeavors, time) to the results that they get (e.g., promotion, pay) Whereas, performance appraisal distributive justice concerns the outcomes of perceived procedural justice in decision making, another perceived fairness of procedural justice is an evaluation of the degree to which the decision-making process in an organization is viewed as fair (Lind and Tyler, 1988) and in particular, the extent to which procedure of the decisions are consistent, accurate, neutral, ethical, descriptive and clear (Thibaut and Walker, 1975; Leventhal, 1980). Third perception on Interactional justice gauges the level to which individual is dealt with courtesy, dignity, and regard with the performance of the procedure and allocation of outcomes (Bies, Moag et al., 1986; Greenberg and Cropanzano, 1993; Bies, 2001).

The impact of a psychological factor on employees' behaviors couldn't be disregarded. The most influential positive emotion broaden- and -build theory Burns, Brown et., al(2008) sets that positive emotionality expands a person's consideration and intellectual procedures while building their personal assets (i.e., physically, , socially, and psychologically). the theoretical perspective of this research shows that these underlying procedures eventually make a rising

spiral to increased enthusiastic prosperity. Research bolsters the broaden-and-build theory by demonstrating that positive emotions increment well-being and happiness (Fredrickson and Joiner, 2002). Advanced thought-activity collections, and increment fruitful outcomes in real-life spheres. (Fredrickson and Branigan, 2005). Positive emotions lead to higher level of organizational commitment. Broaden-and-build view of commitment. Burns, Brown et al., (2008) suggests the mediating role of positive emotion in this study is positively related to performance appraisal justice support and organizational commitment. Positive emotion proposes the interceding part of pragmatic imposing leaders help and employee performance motivation. Employees effortlessly see a more elevated amount of organizational help and increment their ID to the association when they were dealt with fairly by their leaders, and thus, this distinguishing proof to the organization will expand employees' motivational performance. Past research demonstrated that positive emotion was frequently utilized as the middle mediator in organizational research, and was additionally found as the go between in the relationship of different sorts of performance appraisal distributive and procedural fairness would prompt variations in the stages of organizational commitment and positive emotion conduct.

A stream of research on positive emotions (such as, satisfaction, appreciate, friendship, warmth) underscore these specific reaction inclinations as subjective conditions of charming, free-skimming sentiments combined through physiological and psychological modification perspectives (Fredrickson, Tugade et al., 2003). The recent trend in the research of positive emotion given an unmistakable basis to concentrate on emotions. This hypothesis demonstrates that these underlying procedures eventually make an upward winding to expanded passionate prosperity. Research bolsters the widen and-assemble hypothesis by demonstrating that positive emotions increment satisfaction (Fredrickson and Joiner, 2002). Extend thought-activity collections, and increment fruitful results in significant life areas (Fredrickson and Branigan, 2005). Defenders of positive psychological science have contended for more complete evaluations joining positive measures (e.g., worker's qualities) Positive emotions exhibited noteworthy incremental legitimacy in anticipating organizational commitment motivation, and employee job performance. Thus, affective commitment abilities are vital apparatuses that encourage powerful work environment working (Tracy, 2005). Supporting this article is the view that the affective commitment in the organizational setting ought to be seen as a vigorous way to deal with work, as far as its capability to manage employees in their selected professions by encouraging performance appraisal, keeping the deplete of important passionate assets, and empowering workers to prosper. The compelling control of positive emotions has been observed to be related with a scope of positive results, including higher life fulfillment and confidence and lower sadness and dejection for an audit. (Tugade and Fredrickson, 2007). Notably, in any case, regardless of developing help for the prominence of challenges towards positive emotion to performance appraisal and public service, inquire about here stays constrained. Likely adding to the relative absence of research here is the nonattendance of an exhaustive measure evaluating troubles managing positive emotions. In this manner, the point of the present investigation was to create and approve a measure of performance significant troubles in the control of positive

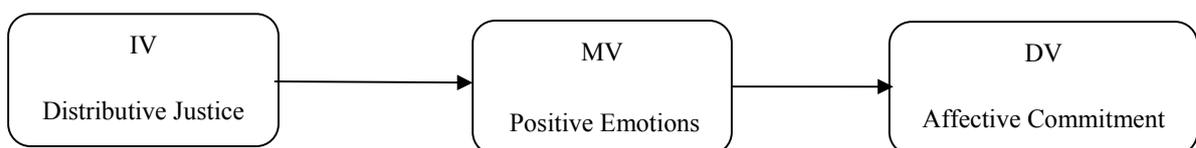
emotions (i.e., happiness) out in the public sector employees of Pakistan. Specifically, drawing on exhaustive measure of emotions direction troubles concentrated overwhelmingly on hypothetical writing on the experience and control of positive emotions in employee justice observations and organizational commitment.

In order to develop an appropriate model for affective commitment, this research work reviewed the extant literature; and draw insights from equity theory, broaden broaden-and-build theory and organizational support theory. In light of the above argument, the following hypothesis have been proposed: Notably, in any case, regardless of developing help for the significance of difficulties toward positive emotion to performance appraisal and general working, inquire about here stays constrained. Likely adding to the relative absence of research here is the nonattendance of an exhaustive measure evaluating troubles managing positive emotions. In this manner, the point of the present investigation was to create and approve a measure of performance appraisal significant troubles in the control of positive emotions (i.e., happiness) out in the public sector employees of Pakistan. Specifically, drawing on exhaustive measure of emotions direction troubles concentrated overwhelmingly on hypothetical writing on the experience and control of positive emotions in performance appraisal justice observations and organizational commitment

In order to develop an appropriate model for affective commitment, this research work reviewed the extant literature; and draw insights from equity theory, broaden broaden-and-build theory and organizational support theory. In view of the above discourse, the following hypothesis have been proposed.

- Hypothesis 1: Performance appraisal justice is positively related to affective commitment.
- Hypothesis 2: Performance appraisal justice is positively related to positive emotion.
- Hypothesis 3: Positive emotion is positively related with an affective commitment of public sector universities of Pakistan.
- Hypothesis 4: Positive emotion has mediating effect on the relationship between performance appraisal justice and affective commitment.

Framework



Methodology

A descriptive research study was conducted for the aim to explore the effect of performance appraisal justice and affective commitment on positive emotion. The framework shows a suitable model for this study is primary data obtained from faculty/administrative members working in Public Sector universities of Pakistan. We collected data for study through in-depth interviews and questionnaires. The sampling method used in this research is simple random sampling. The results of the questionnaire were discussed to identify what kind of relationship that exists among the variables and which factor contributes the most towards positive emotion in these institutions so as to increase the reliability of current research in depth. For this study, we distributed 1400 survey forms to the teaching and non-teaching staff of the different public universities of Pakistan. Out of 1400 distributed questionnaires, 1,037 were retrieved. After careful analysis 50 survey forms were found incomplete and therefore discarded.

This research work model comprises of independent variable, dependent variable and mediating variable. Hypothesis testing of this research study was regression analysis interaction effects or mediating effects of regression analysis (MRA). In light of the fact that MRA can clarify the mediating role of positive emotion between the relationship of performance appraisal justice and organizational commitment.

Measurement

For measuring variables, we used already published scale. Variables have been measured through seven-point Likert scale from strongly disagree (1) to strongly agree (7). English is the official language of Pakistan so no translation is required for this study. For the measurement of positive emotion, we adopted the scale developed by (Fredrickson 1998, Fredrickson, 2001). Organizational Commitment is measured by the scale developed by Meyer and Allen (1991). This scale has three dimensions' affective commitment, normative commitment and continuous commitment. Performance Appraisal Justice is measured through the scales developed by (Bies, Moag et al., 1986; Lind and Tyler, 1988).

Results and Discussion

Descriptive and correlation analysis

Table 1 exhibits the descriptive of variables. Descriptive statistics have been determined for examination of the responses essence. The mean value of performance appraisal justice, positive emotions and affective commitment are 4.05, 4.64 and 4.86 respectively. Level headed descriptive results were obtained for all the variables of the study. The outcomes of the results imply that association between performance appraisal justice and affective commitment has been confirmed by the respondents via positive emotions.

Table 1
Descriptive Statistics and Correlations analysis for this variables.

Variable	Mean	S.D	AC	PAJ	PEM
			1	2	3
1 AC	4.86	1.66	(1)		
2 PAJ	4.05	1.46	.28**	(1)	
3 PEM	4.64	1.42	.15**	.24**	(1)

Note: Where AC represents Affective commitment, PAJ represents performance appraisal justice and PEM represent positive emotions. N = 820, Significant level: p <0.01** (2-tailed).

Source: Authors Calculations

Table 1 depicts descriptive statistics results and correlations of variables. The strength and direction among variables can be determined from the correlation matrix. The variables co-move together either in the same or in opposite direction. The correlation coefficient value ranges from -1.00 to +1.00 showing perfect negative or perfect positive association among variables, whereas as the value zero depicts the relationship to be perfectly neutral. In Table 1 significant positive relationship has been noticed between performance appraisal justice and positive emotions (r=0.24**, p<0.01). The finding of this analysis shows that performance appraisal justice was positively related to affective commitment (r=0.28**, p<0.01).

We conducted the Kaiser-Mayer-Oklin test for sampling adequacy and its result depicted that all the variables of the study surpass the minimum standard. The variables also came out to be significant for Bartlett’s test of sphericity, Furthermore, every variable included in the study has a factor loading greater than 0.50 (Hair, Black et al., 1998), and the reliability analysis was also observed to be within the limits of acceptable standard (Nunnally, 1994) as cited in (Donald and Pamela, 2003). In summary, the statistical results confirmed that there are no measurement scales issues in terms of validity and reliability. These results have been reported in table 2.

Table 2
Results of validity and reliability analysis

Variables	No of Item	Cronbach's Alpha	KMO	Factor Loading	Variance explained
AFC	5	.75	.76	.69 to .78	79.46
PAJ	5	.84	.82	.77 to .81	76.84
PEM	5	.90	.86	.75 to .81	82.90

Source: Authors Calculations

The results of table 3 exhibit that Performance Appraisal justice is responsible for 31% of the variation ($R^2=0.313$) in Affective Commitment. The β coefficients of the model can be interpreted as a 1-unit increase in performance appraisal justice leads to in Affective Commitment. Therefore, the outcome of this result supports our first hypothesis i.e., performance appraisal justice is positively related to affective commitment.

Table 3
Result of Regression Analysis of Performance Appraisal Justice with outcomes

Predictor	PE			AC		
	β	R ²	ΔR^2	β	R ²	ΔR^2
Main Effect						
PAJ						
Step 1						
CV		0.09			0.09	
Step 2						
PAJ	0.778**	0.313	0.319	0.431**	0.292	0.277

N = 820, CV=control variable, AC represents Affective Commitment, PAJ represents performance appraisal justice and PEM represent positive emotions. Source: Authors calculations

Mediating role of Positive emotions between Performance Appraisal Justice and Affective Commitment

In Table 4 the results show the positive and significant effect of performance appraisal Justice on affective commitment ($\beta=0.244$, $p<.01$). The second step reveals that the relationship between positive emotions and performance appraisal justice is also positive and significant ($\beta=0.462$, $p<.01$). Lastly, the results exhibit a positive and significant association between positive emotions and affective commitment ($\beta=0.134$, $p<.01$). After controlling for mediating variable, the performance appraisal justice becomes insignificant when the role of positive emotions has taken into consideration ($\beta=0.164$). It means that positive emotions mediate the relationship between performance appraisal justice and affective commitment; which affirms our fourth hypothesis H4 i.e., “there is mediating role of positive emotions between performance appraisal justice and organizational commitment”.

Table 4
Main effect and Mediated Regression Analysis of PAJ, PEM & AC

Predictors	Mediator PEM			Dependent AC		
	β	R ²	ΔR^2	β	R ²	ΔR^2
Main effect:						
PAJ						
Step 1						
CV Step 2		0.083			0.088	
PAJ	0.462**	0.190	0.181	0.244**	0.203	0.219
Mediation AC						
Step 1						
CV Step 2					0.043	
AC				0.134**	0.393	0.381
Step 3						
PAJ				0.164	0.401	0.362

n=820, CV=control variable, Note: Where AC represents affective commitment, PAJ represents performance appraisal justice and PEM represent positive emotions.

Source: Authors calculations

Conclusion

Employee organizational affective commitment conceptualized as an employee's affection with the organization; drive to perform Employee organizational affective commitment conceptualized as an employee's affection with the organization; drive to performance reliably with their beliefs and strengthens their involvement towards public sector organization. The prime motivation behind this research work was to analyze the relationship between justice perception of performance appraisal and affective commitment affective commitment of public sector organization. Additionally, this research study attempt analyzes positive emotion as a mediator of the relationship between performance appraisal justice and affective commitment. This study highlighted mediating variable plays an important role. The Positive emotion was found to have a strong positive link with performance appraisal justice and affective commitment. Subsequently controlling the mediating variable, performance appraisal justice became less significant when the role of positive emotions has been considered. Hence, the study filled the void in the literature by exploring the role of positive emotions as a mediator between performance appraisal justice and affective commitment.

Limitations and future research

In this research work, an attempt has been made to inquire the association between performance appraisal justice and affective commitment in public sector universities of Pakistan with mediating role of positive emotions. In this research work, positive emotions were used for the first time as a mediator and its results were obtained as desired. Results of testing the model using a correlation and regression analysis discovered two important findings: Firstly, performance appraisal justice has highly strong positively related to organizational affective commitment. Secondly, positive emotions mediated the effect of performance appraisal justice on affective commitment. Hence performance appraisal justice and positive emotions should be taken into consideration by the authorities in public sector universities of Pakistan i.e., when employees entirely recognize justice in the organization they feel that they are preserved fairly, ultimately they will be more emotionally stable and their commitment level towards the organization will be high. This study also carries some limitations and future research work should try to take them into consideration. We have covered only public sector universities. the Inclusion of private sector universities and conduction of longitudinal studies would be more desirable for future research Future research studies should also utilize some other moderators as well as mediators.

References

- Adams, J. S. (1965). "Inequity in social exchange." *Advances in experimental social psychology*,2, 267-299.
- Allen, N. J. and J. P. Meyer (1990). "The measurement and antecedents of affective, continuance and normative commitment to the organization." *Journal of occupational and organizational psychology*, 63(1), 1-18.
- Becker, T. E., et al. (2013). "Within-person variation in affective commitment to teams: Where it comes from and why it matters." *Human resource management review*,23(2), 131-147.

- Bergman, M. E., et al. (2013). "An event-based perspective on the development of commitment." *Human resource management review*,23(2), 148-160.
- Bies, R. J. (2001). "Interactional (in) justice: The sacred and the profane." *Advances in organizational justice*89118.
- Bies, R. J., et al. (1986). "Research on negotiations in organizations."
- Breitsohl, H. and S. Ruhle (2013). "Residual affective commitment to organizations: Concept, causes and consequences." *Human resource management review*,23(2),161-173.
- Burns, A. B., et al. (2008). "Upward spirals of positive emotion and coping: Replication, extension, and initial exploration of neurochemical substrates." *Personality and Individual Differences*, 44(2), 360-370.
- Colquitt, J. A., et al. (2013). *Justice at the millennium, a decade later: A meta-analytic test of social exchange and affect-based perspectives*, American Psychological Association.
- Donald, R. C. and S. S. Pamela (2003). "Business research methods." Tata Mac Graw Hills, New Delhi.
- Erdogan, B. (2002). "Antecedents and consequences of justice perceptions in performance appraisals." *Human resource management review*,12(4), 555-578.
- Erdogan, B. (2003). "Antecedents and consequences of justice perceptions in performance appraisals." *Human resource management review*,12(4),555-578.
- Fredrickson, B. L. (1998). "What good are positive emotions?" *Review of general psychology*,2(3), 300.
- Fredrickson, B. L. and C. Branigan (2005). "Positive emotions broaden the scope of attention and thought-action repertoires." *Cognition & emotion*,19(3), 313-332.
- Fredrickson, B. L. and T. Joiner (2002). "Positive emotions trigger upward spirals toward emotional well-being." *Psychological science*,13(2),172-175.
- Fredrickson, B. L., et al. (2003). "What good are positive emotions in crisis? A prospective study of resilience and emotions following the terrorist attacks on the United States on September 11th, 2001." *Journal of personality and social psychology*, 84(2), 365.
- Fredrickson, B. (2001). "The role of positive emotion in positive psychology: The broaden-and-build theory of positive emotion." *American psychologist*, 56, 218-226.
- Fulford, M. D. (2005). "That's not fair! The test of a model of organizational justice, job satisfaction, and organizational commitment among hotel employees." *Journal of Human Resources in Hospitality & Tourism*, 4(1), 73-84.
- Greenberg, J. and R. Cropanzano (1993). "The social side of fairness: Interpersonal and informational classes of organizational justice." *Justice in the workplace: Approaching fairness in human resource management*, Lawrence Erlbaum Associates, Hillsdale, NJ.
- Hair, J. F., et al. (1998). *Multivariate data analysis*, Prentice hall Upper Saddle River, NJ.
- Jaros, S. (2009). "Measurement of commitment." *Commitment in organizations: Accumulated wisdom and new directions*, 347-381.
- Jawahar, I. (2007). "The influence of perceptions of fairness on performance appraisal reactions." *Journal of Labor Research*, 28(4), 735-754.
- Kammeyer-Mueller, J. D., et al. (2005). "The role of temporal shifts in turnover processes: it's about time." *Journal of Applied Psychology*,90(4), 644.
- Klein, H. J., et al. (2012). "Reconceptualizing workplace commitment to redress a stretched construct: Revisiting assumptions and removing confounds." *Academy of Management Review*, 37(1), 130-151.

- Koch, J. L. and R. M. Steers (1978). "Job attachment, satisfaction, and turnover among public sector employees." *Journal of vocational behavior*, 12(1),119-128.
- Leventhal, G. S. (1980). What should be done with equity theory? Social exchange, Springer, 27-55.
- Levy, P. E. and J. R. Williams (2004). "The social context of performance appraisal: A review and framework for the future." *Journal of Management*,30(6), 881-905.
- Lind, E. A. and T. R. Tyler (1988). The social psychology of procedural justice, Springer Science & Business Media.
- Mathieu, J. E. and D. M. Zajac (1990). "A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment." *Psychological bulletin*, 108(2), 171.
- Meyer, J. P. and N. J. Allen (1991). "A three-component conceptualization of organizational commitment." *Human resource management review*, 1(1), 61-89.
- Meyer, J. P., et al. (1991). "Development of organizational commitment during the first year of employment: A longitudinal study of pre-and post-entry influences." *Journal of Management*, 17(4), 717-733.
- Meyer, J. P. and L. Herscovitch (2001). "Commitment in the workplace: Toward a general model." *Human resource management review*, 11(3), 299-326.
- Meyer, J. P., et al. (2002). "Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences." *Journal of vocational behavior*,61(1), 20-52.
- Morrow, P. C. (2011). "Managing organizational commitment: Insights from longitudinal research." *Journal of vocational behavior*, 79(1), 18-35.
- Nunnally, J. (1994). "Bernstein. IH (1994)." Psychometric theory3.
- Pichler, S. (2012). "The social context of performance appraisal and appraisal reactions: A meta-analysis." *Human Resource Management*,51(5), 709-732.
- Rusu, G., et al. (2016). "Organizational context factors influencing employee performance appraisal: A research framework." *Procedia-Social and Behavioral Sciences*, 221, 57-65.
- Solinger, O. N., et al. (2015). "The dynamic microstructure of organizational commitment." *Journal of occupational and organizational psychology*,88(4), 773-796.
- Thibaut, J. W. and L. Walker (1975). "Procedural justice: A psychological perspective."
- Tracy, S. J. (2005). "Locking Up Emotion: Moving Beyond Dissonance for Understanding Emotion Labor Discomfort The paper uses data from the author's dissertation, expertly advised by Dr. Stanley Deetz at the University of Colorado-Boulder. Earlier versions were presented at the annual meeting of the Western States Communication Association, 2004 and the International Communication Association, 2001." *Communication Monographs*,72 (3), 261-283.
- Tugade, M. M. and B. L. Fredrickson (2007). "Regulation of positive emotions: Emotion regulation strategies that promote resilience." *Journal of Happiness Studies*, 8(3), 311-333.
- Van Dierendonck, D. and G. Jacobs (2012). "Survivors and victims, a meta-analytical review of fairness and organizational commitment after downsizing." *British Journal of Management*, 23(1), 96-109.
- Vandenberghe, C., et al. (2009). "Organizational commitments." *Commitment in organizations: Accumulated wisdom and new directions*, 99-135.
- Williams, B. N., et al. (2015). "Appraising the appraisal process: Manager and patrol officer perspectives." *The Police Journal*,88(3), 231-250.