

# Impact of Performance Appraisal System on the Organizational Citizenship Behavior – A study of IT and ITES organizations in top three metropolitan cities in India

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## Abstract

The study encompassed the elements that impact the employee's positive relationship towards the organization which is reflected in their Organizational Citizenship Behavior (OCB). The paper examines the positive employee engagement and the OCB which are interconnected with fair performance management system in the firms. The research is conducted in the recent trends of IT and ITES employment firms which are in three metropolitan cities in India viz., Bangalore, Chennai & Hyderabad.

This analysis helps to determine whether justice in performance appraisal would lead to trust in the organization and further would lead to Organizational Citizenship Behavior. The study found that by establishing a positive relationship with performance appraisal system, there is an increase in the employee's trust inventory towards the organization.

**Keywords:** Organizational Citizenship Behavior, Organizational justice, Performance Appraisal.

## INTRODUCTION

A performance appraisal system is considered as a practical tool that helps the organization to motivate and develop employees only when the employees perceive the performance appraisal process to be fair and accurate (Ilgen, Fisher, & Taylor, 1979). Organizations usually use appraisal practices like conducting a formal review or a one-on-one feedback session and also the appraisals include procedures to establish a working environment for work objectives, self-appraisals and most importantly to set performance goals (Weiss, Suckow, & Rakestraw Jr., 1999). The outcome of these processes can have a major influence on the employee's reaction towards the work to be performed, supervisors, managers and the organization as a whole. If the appraisal process is not accurate it can lead to frustration and

extreme dissatisfaction and can result in a way where the employee feels that the procedure for appraisal is extremely biased, political and irrelevant (Thurston Jr & McNall, 2010).

Performance appraisals have administrative and motivational purpose (Caruth & Humphreys, 2008). But unfortunately many firms implement metrics of appraisals (Sivaramakrishnan & Sulaiman, 2014) without giving any thought related to human behaviour or its impact on the performance of the organisation. This can be seen with respect to performance evaluation and these disappointing results can clearly be seen with such appraisals and some even want complete elimination of such system. Though there are various issues with the appraisal system, it is impractical to abandon such practice and more importantly, it would take away an organization's ability to use its performance

evaluation as a strategic performance management measure (Caruth & Humphreys, 2008).

### **Strategic Approach for a formal performance management system**

Due to changing economic climate, more importance is given to productivity and cost reduction and to fulfil this, performance management has a major role to ensure a competitive advantage for the organization (Rowland & Hall, 2012). This leads to a need for more strategic approach from the human resource management to introduce a formal performance management system (Ahammad, Glaister, & Gomes, 2019). As performance appraisals are conducted more often it becomes very important in shaping the perception of an employee towards the justice in conducting these appraisals. Organizational justice mainly concerns with: fair allocation of the benefits and burden of the organization; fair decision making process; and fair treatment of information and interpersonal relations (Greenberg, 1987; Folger & Bies, 1989).

### **Equity in Organizations' - distributive & Procedural justice**

Fairness in an organization is reflected through various facets of an employee's working lives. (Erkutlu, 2011). For example, any employee of an organization would be concerned related to the fairness distribution of resources such as pay roll, rewards, promotions and the resolutions of dispute. This is termed as distributive justice (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). Employees also attend to the fairness shown in the decision-making procedures that leads to the result. This is termed as procedural justice. When employees are concerned regarding their interpersonal relations and how they are received especially by the authorities of the organizations, this is termed as interactional justice (Greenberg, 1987; Colquitt et al, 2001). Also, employees would also attend to the information given and whether the decision given was rational or not. It is termed as informational justice (Au & Leung, 2015).

### **Organizational Sustainability and OCB**

To sustain competition, organizations are seeking new areas to face global competition and human resources are the most important resources of any organization as they help to

create an advantage for the firm which cannot be easily duplicated by competitors of any organization (Erkutlu, 2011). The phenomena of Organizational Citizenship Behaviors (OCBs) is gaining more attention as they contribute to an effective functioning of the organization. Initially, Organizational Citizenship Behaviors were defined as organization behaviors which are discretionary and are not explicitly recognized by the formal reward system of the organization but they still contribute to the organizations effectiveness. Example of Organizational Citizenship Behavior can include helping a colleague who was absent for work and voluntarily helping the colleague by performing extra duty when required. Organizational Citizenship Behavior can also include representing the company enthusiastically during public functions and behaving in a way that would improve morale and help solve unconstructive interpersonal conflict (Organ, 1990).

Various studies have been performed to search for numerous causes for an employee to perform OCB. The first predictors focused on workplace attitude as a predictor of OCB. Among the other attitudinal constructs that were related to organizational citizenship behaviour are job satisfaction (Bateman & Organ, 1983; Organ & Ryan, 1995, Williams & Anderson, 1991; Smith, Organ, & Near, 1983), fairness of perception (Aquino, 1995; Connell, Ferres, & Travaglione, 2003; Konovsky & Folger, 1991; Konovsky & Organ, 1996; Moorman, 1991; Moorman, Niehoff, & Organ, 1993) and perceived organizational support (Moorman et al., 1993). It based more on a direct social exchange approach in which an employee's commitment for the organization would be based on the organization's commitment towards the employees.

### **Equity theory & OCB**

The explanation for the employees to engage in organizational citizenship behavior has to do with cognitive evaluations of the fair treatment of the employee by the organization. This is explained through the equity theory. This theory states that employees would evaluate their work situation by cognitively comparing the inputs provided by them to the organization with the outcome they would receive from the organization in return. If the employees feel that they are treated fairly then they would also

reciprocate in the same way by engaging in Organizational Citizenship Behavior. It appears, notwithstanding, that specific structures or justice predict OCB superior than others. For example, Moorman (1991) found that interactional justice is the best predictor of Organizational Citizenship Behavior. But other studies showed that procedural justice is a better predictor for organizational citizenship behavior than distributive justice (Konovsky & Pugh, 1994).

If an employee feels that they are treated unfairly by the organization then for them the social exchange has been violated. And if they feel that the cost to remain in the organization is more than the benefit then the withdrawal can result in lower performance (Cowherd & Levine, 1992), increased absenteeism and turnover, deviant behaviors, decreased affective commitment and reduced citizenship behaviours (Konovsky & Pugh, 1994; Moorman, 1991).

This paper gives an overview of the effectiveness of the performance management system of the organization and the justice perception of the performance appraisal practices which would result in an organizational environment where the employee's feel that they are treated fairly and helps in creating an environment of trust which would lead to the employee's engagement in Organizational Citizenship Behavior.

## LITERATURE REVIEW

### Performance appraisal

Human resource as a system has three integral components namely content, processes and climate (Katou, 2013) (Bowen & Ostroff, 2004) (Hurmelinna-Laukkanen & Gomes, 2012). It is believed that the human resources are the considered as the most important asset of any organization and the organizations success depends upon the skills, competencies and initiative of the employees of the organization (Acquaah & Tukamushaba, 2015) (Kanter, 1983). Performance appraisal, here, plays a very important role in the performance management systems (Palaiologos, Papazekos, & Panayotopoulou, 2011) (Kane, 1993). (Caruth & Humphreys, 2008) focused that performance appraisal is infrequently presented in the

literature of HR whereas scarce literature is present in the domain of strategic HRM.

Performance appraisal is interactivity between the subordinates and supervisors in the form of interviews, where subordinate's performance is reviewed and discussed to assess strengths and weakness and identifying opportunities for improvement in the performance and skill development of the employee (Zheng, Zhang, & Li, 2012). Researches conducted on performance appraisal is to understand how to accurately measure job performance which includes scale development, reducing test biases and finding the relation between appraisals and specific job performance (Zheng, Zhang, & Li, 2012) (Judge & Ferris, 1993) (Ferris, Munyon, Basik, & Buckley, 2008).

### Employee's perception towards the performance appraisal system

Employee's perception towards the performance appraisal system determines the effectiveness and longevity of the performance management system of the organization (Palaiologos, Papazekos, & Panayotopoulou, 2011) (Longenecker & Nykodym, 1996). Performance appraisal system is seen as a tool which is responsible for employee's motivation and development only when employees regard their performance appraisal as accurate and fair (Thurston & McNall, 2010) (Ilgen et al, 1979). If the performance appraisal system is dissatisfying for employees when they feel that the systems biased, political and irrelevant (Palaiologos, Papazekos, & Panayotopoulou, 2011). The performance appraisal research was conducted by Greenberg and (Tziner, Latham, Price, & Haccoun, 1996) and (Paullay, Alliger, & Stone-Romero, 1994) study was followed to develop and validate the scales to measure and employee's perception towards the performance appraisal practices of an organization (Thurston & McNall, 2010).

### Organizational Justice

Greenberg (1986) was known to be one of the first author to apply the concept of organizational justice to performance evaluation (Palaiologos, Papazekos, & Panayotopoulou, 2011). Key issues every organizations need to address so that they can function properly are distributive, procedural and interactional justice (Forret & Sue Love, 2008). Substantial researches have been conducted to study the

impact of justice perceptions on important aspects such as job satisfaction, organizational commitment, organizational citizenship behaviour, productivity and withdrawal behavior that showcases the importance of justice in a workplace (Forret & Sue Love, 2008) (Cohen-Charash & Spector, 2001) (Viswesvaran & Ones, 2002) (Colquitt, Conlon, Wesson, Porter, & Ng, 2001).

The literature of organizational justice provides a strong framework that explains and helps in improving the perception towards the performance appraisals (Thurston & McNall, 2010). Literature on justice in organization culture has immensely increased since the millennium (Enoksen & Sandal, 2015) (Colquitt et al., 2013). Distributive justice can be defined as a perceived fairness to the outcomes received; procedural justice refers to the fairness of organizations policies and procedures to determine outcome; interactional justice defines the explanation of results (Coyle-Shapiro, Kessler, & Purcell, 2004) (Greenberg, 1990), (Forret & Sue Love, 2008).

### **Organizational Citizenship Behavior**

Organizational Citizenship behavior is defined as a performance which helps to support the social and psychological environment of the organization in which the work performance takes place (Zheng, Zhang, & Li, 2012) (Organ, 1997). Since the introduction of OCB in organization behaviour and management literature, it was the most researched (Bret Becton, Giles, & Schraeder, 2008) (Bateman & Organ, 1983). The research mostly focused on the antecedents of OCB which includes job satisfaction, trust, commitment and behavior of the employee (Becker, 1992) (Moorman, 1993) (Sarwar, Mumtaz, & Ikram, 2015) (Podsakoff, Ahearne, & MacKenzie, 1997) and its consequences on performance and customer service, satisfaction and sales (Podsakoff, MacKenzie, Paine, & Bachrach, 2000) (Podsakoff & MacKenzie, 1994) (Walz & Niehoff, 2000) (Zheng, Zhang, & Li, 2012).

Mohapatra et.al., (2019) in their findings reveals the importance of OCB behaviours in the workplace for every firm, as well as how to apply them. The study also revealed that there is a substantial link between various types of OCB and job happiness, and that OCB and job satisfaction are statistically significant. Nabilla,

A., & Riyanto, S. (2020) analyzed that there is a strong relationships of OCB with Job satisfaction, Perceived Organizational Support POS, and organisational climate variables. The purpose of this study is to assess and analyse the impact of work satisfaction, perceived organisational support (POS), and organisational climate on employees in an outsourcing firm in Jakarta using the employee's OCB and the participants were all outsourcing employees. Setyo et.al., (2021) in their research findings revealed that organisational environment had an impact on growing POS but not OCB; work discipline may raise OCB but not POS; and POS might moderate the impact of work discipline. The goal of this study was to find out how to boost the OCB by using perceived organisational support (POS) to mediate the relationships between organisational environment and work discipline through OCB. SEM was employed to analyze data with a research sample of 351 steel industry personnel from DKI Jakarta and Banten Provinces in Indonesia. OCB is crucial for an effective organization as it covers various behavioural aspects that have no direct impact on the task environment but have an impact on the overall productivity of the organization (Zheng, Zhang, & Li, 2012) (Bateman & Organ, 1983)

### **Trust Inventory**

Trust is one of the crucial concepts in management researches as it enables a supportive behavior and helps to reduce disagreement in workplace (Katou, 2013) (Wong, Ngo, & Wong, 2006). The trust in the organization by the employee is based on the perception of an employee with respect to the supervisor and the department they are assigned with (Vidotto, Vicentini, Argentero, & Bromiley, 2007). Trust existence in an organization can help in determining factors such as the structure of the organization, control flow, job design, communication flow, satisfaction, loyalty and OCB (Vanhala & Dietz, 2015) (Connell, Ferres, & Travaglione, 2003). Trust plays a very crucial role especially in relationships which exists within the organizations and between it (Katou, 2013) (Bin Othman & Poon, 2000) (Yi, Natarajan, & Gong, 2011) (Johnson, Barksdale, & Boles, 2003) (Agnihotri, Yang, & Briggs, 2019). There is a existence of positive relationship between

organizational trust and justice (Katou, 2013) (Aryee & Chen, 2004) (Aryee, Budhwar, & Chen, 2002).

Procedural justice perceptions are based on three procedures namely assigning raters, setting acriteria and appeal seeking (Thurston & McNall) (Landy, Barnes, & Murphy, 1978) (Moore, 2012) (Taylor, Tracy, Renard, Harrison, & Carroll, 1995) (Stratton, 1988). Distributive justice perception helps in forming decision norms and personal goals (Thurston & McNall).

### **Research Methodology**

For the purpose of the research, the research setting consisted of IT and ITES organizations in top three metropolitan cities. The main purpose of selecting IT and ITES organizations is because firstly, they are non-traditional organizations, where employees are given freedom with respect to dress code, virtual working environment, non-flexibility hours and work freedom. A stratified random sampling was carried out to assess the research findings.

The research instrument used is based on a questionnaire method. To assess the justice in the process of the performance appraisal system of an organization, a multi- item scales questionnaire is used. The questionnaire is based on three phases. The first phase was developed to ensure the content's validity and reliability; the second phase confirms the structure of the justice scales and the third phase validate is on the scales of an organizational setting (Thurston & McNall, 2010).

The research instrument for measuring OCB is also based on questionnaire method where five aspects of an employee's OCB is measured namely: altruism, courtesy, civic virtue, sportsmanship and conscientiousness (Konovsky & Organ, 1996).

A pilot survey was created before the data collection process to assess the reliability of each scale of justice, trust and OCB. The survey was administered to professors who have corporate experience especially in the IT and ITES sectors and also who understand the theoretical aspect of this study. A total of 120

respondents were administered for the pilot survey process.

The degree of internal consistency of the dataset collected during the pilot study was assessed using Cronbach's alpha reliability test. In general, it is regarded that the satisfactory Cronbach's alpha score of an internally consistent construct is over 0.7.

### **Data Collection Process**

The target population for the study are the employees working in IT and ITES organizations. The data collection process was carried out in India. A web-based questionnaire was designed keeping in mind questions related to justice in the performance appraisal system which would directly link to the trust inventory study and impact on organizational citizenship behavior. The questionnaire was posted through multiple electronic durable interest groups. The questions were counterbalanced to reduce the risk of potential common method bias (Karimi & Meyer, 2019) as the data was collected from a single source. Also, the respondents were told there are no right or wrong answers in order to reduce the evaluation understanding as well as they were guaranteed confidentiality and anonymity of their responses.

The questionnaire was sent to 3200 employees requesting their participation in the survey to determine whether justice in performance appraisal would lead to trust in the organization and further would lead to Organizational Citizenship Behavior. And the respondents whose data could be used for analysis were focused down to 476.

### **Interpretation**

The data collected from the questionnaire is loaded in the SPSS software for further analyses of the data. The data is changed according to the SPSS format so as to feed the input easily for processing and the following table provides the descriptive statistics of the data used for finding out the relationship between the variables such as Trust and Justice in performance appraisal with the Organization Citizenship Behaviour (OCB).

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Procedural Justice	476	1.00	5.00	4.1111	.77433
Distributive Justice	476	1.00	5.00	4.2016	.80709
Interpersonal Justice	476	1.00	5.00	3.8300	1.09499
Information Justice	476	1.67	5.00	4.3594	.73345
Altruism	476	1.00	5.00	4.2123	.77836
Courtesy	476	1.00	5.00	3.2340	1.01564
Civic Virtue	476	2.00	5.00	3.6805	.80418
Sportsmanship	476	1.33	4.00	3.0928	.67271
Conscientiousness	476	1.00	4.33	2.8493	.69572
Trust	476	1.50	4.80	3.4863	.65412
Organizational Justice	476	1.17	5.00	4.1264	.65838
Organizational Citizenship Behavior	476	2.27	4.40	3.4138	.36134
Valid N (listwise)					

The above table shows the mean and standard deviation of the variables respectively as the conscientiousness variable has got the least mean of 2.8493 followed by sportsmanship with a mean of 3.0928. The standard deviation implies the deviation in the responses with respect to its mean and Interpersonal justice has the highest standard deviation.

The following table shows the R and R-squared value of the predictions where the Organization citizenship Behaviour is considered as dependent variable while Information justice, Interpersonal justice, Procedural justice, Distributive justice and Trust as considered to be independent variable.

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.283 <sup>a</sup>	.080	.070	.34838

a. Predictors: (Constant), Information Justice, Trust, Interpersonal Justice, Procedural Justice, Distributive Justice

The table has the R- value of 0.283 which establishes the correlation between the dependent and independent variable. The value being less than 0.5, it shows that the variables are not highly correlated with each other and the R-squared value being 0.080 signifies that the total variation in OCB can be explained by 8% of the independent variables.

Table :3- ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.975	5	.995	8.199	.000 <sup>b</sup>
	Residual	57.042	470	.121		
	Total	62.017	475			

The above table provides a report on how well the regression fits the data i.e., the predictability of the dependent variable. The significance value of the regression in the table is less than the standard p-value of 0.05 which signifies that the model developed fits the data and also it statistically signifies the outcome predicted.

### Conclusion, Limitations and Further Scope of study

The intention of the research was to analyze how justice in the performance appraisal system play a vital role in gaining employees trust in the organization which leads to OCB. The findings clearly indicate that when employees perceive the performance appraisal system of their organization to be fair and reliable, they develop OCB, which helps developing a positive attitude towards the organization. The positive attitude helps the organization as the employees are more productive and work towards the goal of the organization without expecting any return from the organization. The return can be in the form of monetary or non- monetary benefits. Hence, establishing a positive relationship between performance appraisal system and employees can increase the trust inventory of an individual towards the organization. And this positive value further develops organizational citizenship behavior (OCB) in an employee.

This study also had some limitations. First, the sample was restrained to the Indian context which could affect the generalizability of the findings. Secondly, the questionnaire distribution was limited to a particular business sector from selected cities. Also, the reliability of the study can be improved if the study is conducted in other forms of organization to validate effective results.

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