



EFFECTS OF THE PERCEPTION OF PERFORMANCE APPRAISAL ON AFFECTIVE COMMITMENT: CASE OF THE MOROCCAN BANKING COMPANIES

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ABSTRACT

Keywords

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This research aims to assess the influence of performance appraisal justice perceptions on the affective commitment. It analyzes the effects of all dimensions of organizational justice in the context of performance appraisal across affective commitment. Thus, hypotheses were formulated in order to relate the direct effects of performance appraisal process justice perceptions towards affective commitment. To propose our model research, we conducted an empirical study conducted with a sample of 260 banking executives. The results have verified the totality of assumptions. Our results reveal that the three dimensions of organizational justice in the context of performance appraisal influence positively affective commitment.

Introduction

Performance appraisal is one of the key practices of human resources management, the consequences of which are decisive for the organization as regards to decisions about job adequacy, career management, training and employees' rewarding opportunities (Tichy, Fombrun and Devanna (1982), Bourguignon (1998), and for employees as regards to motivation and commitment (Georges and Commeiras, (2011).

Performance appraisal in organizations is "a process by which a duly authorized person makes a judgment and put various interpretations concerning another individual's attributes and values, through appropriate instrumentation." Bourguignon (2004), p.662.

Nowdays, performance requirements within Moroccan companies are felt more as market growth rates decline. It becomes essential to think about practices considering local particularities (Frimousse and Peretti, 2005) and leading companies to reflect on innovative HRM concepts and tools which are accepted by all socio-economic actors.

In this context, a survey conducted by Gallup in 2013 in the MENA region countries shows that employees register an engagement rate of 19%. Another survey conducted by IBB Institute in 2016 explains that the leaders of Moroccan companies show an 80% trend of actively listening and seeking the job market.

In this context, how does the perception of fairness of performance appraisal explain organizational commitment the banking companies?

Based on a study conducted by St-Onge et al. (2004) such an appraisal practice has shown that to maximize the success of a performance management system one must not only worry about having an adequate notice, but also make efforts in terms of budget, promotion and through training and communication activities.

Also, very few Moroccan banks talk about performance appraisal in their annual reports, however, some of them explain that 93% of their staff do the annual appraisal report, a progress which leads us to suppose that this is not the case in all the banks and that not all staff are affected by this practice. However, all banks sign two collective agreements between the Professional group of banks in Morocco (GPBM) and The interbank Union (USIB) to assign the professional rating within the framework of an evaluation report to all banking staff.

If performance appraisal are formal rules for making systematic judgments about the value of employees, Bourguignon and Chiapello (2005) identify the process in three levels : instrumentation, evaluation and consequences.

Langevin and Mendoza (2013) identify performance system characteristics that can help them be perceived as just. They also speak of participation in goal setting, formalism and subjectivity of performance appraisal, and the use of non-financial performance indicators in the performance appraisal criteria.

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Several theoretical perspectives of performance appraisal try to explain the effects of the perception of it on behaviors and attitudes, however, the perspective of organizational justice proves to be an important and relevant indicator of its viability and of its effectiveness because it includes in its analysis the instrumental and non-instrumental aspects of performance appraisal. It shows that the perception of justice in performance appraisal has positive effects on organizational commitment (Simard, Doucet and Bernard 2005; Yu and Cheng, 2014).

As a result of the foregoing, we agree with the preponderance of research on the links between perceptions of organizational justice and organizational commitment, but we note the limited number of studies that have focused on this relationship in the context of the performance appraisal.

Our research question is as follows: "To what extent does the perception of performance appraisal influence the commitment of the banking companies' employees?"

In order to achieve our research objective, this paper is divided into four sections. The first describes the variables of the study and proposes a targeted literature review, the second presents the conceptual model and the general hypothesis of this research, the third section presents the research methodology, and the last section examines the results of a survey conducted among a sample of 260 banking executives.

1. Explorasion of concepts and their theoretical foundations

In this literature review, we will present the concepts that are the subject of our study and the links that unite them at first and their theoretical anchoring in a second.

1.1. The Concepts studied and their reciprocal links

1.1.1. Organizational commitment

Organizational commitment is a multidimensional concept that refers to an employee's attachment to his/her organization and this psychological state has consequences for the decision to remain a member of the organization (Simard, Doucet & Bernard (2005). According to Meyer and Allen's findings (1997) there are three dimensions of organizational commitment that can be identified: affective, normative, and continuance commitment. These dimensions are frequently and negatively related to turn-over and the intention to leave the workplace. (Meyer et al., 2002; Mathieu and Zajac, 1990).

In fact, Meyer and Allen (1991, p.67) define these three commitment dimensions as follows: the affective commitment refers to "the employee's emotional attachment to the organization, their sense of belonging and their level of involvement in it" (Allen and Meyer, 1990, p.1). Normative commitment represents a perceived obligation to remain in the organization (Meyer et al., (2002) and refers to a feeling that arises from the effects of socialization experiences or from obtaining benefits which results in a feeling of obligation (Meyer, Allen and Smith, (1993, p. 539). And finally, continuance commitment which is defined as "the awareness of the costs associated with leaving the organization" (Allen and Meyer, 1990, p.3).

Meyer and colleagues show that the main determinants of commitment are individual characteristics and experiences at work (Meyer and Allen, 1991; Meyer et al., 2002).

Experiences at work through individual relationship with the organization and its authority figures indicate strongly that perceptions of fairness issues, perceptions of organizational justice are correlated to organizational commitment. Meyer et al. (2002) states in their meta-analytic studies that there are positive correlations between distributive justice and affective and normative commitment. There are also similar correlations between procedural justice and the two dimensions of commitment that becomes higher with interactional justice. Cohen, Charash, and Spector's studies (2001) support these findings, while those of Colquitt, Conlon, Wesson, Porter, and Ng (2001) reveal more doubtful results.

Empirical studies show that performance appraisal perception of fairness can predict employees' organizational engagement level (Meyer and Smith (2000), Kuvaas (2006, 2011), St-Onge and al., (2007) and Brown, Hyatt and Benson (2010) as regards salary adjustment, promotion decision and procedures implementation (Chen, 2014). In this research, we are interested in the most studied form of commitment, which is the affective dimension.

Dans ce qui suit, nous nous intéressons à ce que Colquitt et al. (2001) définissent trois principales dimensions de la perception de justice : la justice distributive, la justice du processus et la justice interactionnelle.

Based on what has been said above, we are interested in what Colquitt et al. (2001) define three main dimensions of the perception of justice: distributive justice, process justice and interactional justice.

1.1.2. Performance appraisal and Organizational Justice

The link between the forms of justice and the performance evaluation process at work is established thanks to the work of Greenberg (1986a, 1986b, 1987, 1991) according to which the justice of the performance appraisal process is based on several determinants. namely: 1) the supervisor's familiarity with the subordinate's tasks, 2) the subordinate's active participation in the performance appraisal process, 3) the solicitation of the subordinates' point of view before the formal evaluation, 4) implementing an appeal procedure, 5) two-way communication between supervisor and subordinate during the interview, 6) communicating performance expectations to employees before the appraisal process, 7) appraisal interview oriented towards problem solving and towards recognition, 8) explanation and justification of the appraisal, 9) determination and uniform application of realistic and stimulating standards in terms of performance and 10)clarifying the links between evaluation, administrative decisions and rewards.

Based on what has been said above, the theoretical anchoring of our research proposal has its origin in two main theories, the social exchange theory and the organizational justice theory.

1.2. Social exchange and organizational justice theories

1.2.1. The social exchange theory

Social exchange theory is a perspective of social psychology that focuses on changes and stability in the

employment relationship between the various stakeholders in an organization (Guerrero, 2005). Indeed, social exchange induces favors whose nature creates unspecified obligations, left to the discretion of its author, having a long-term effect and whose essential elements for the smooth running of the exchange are trust and commitment (Blau, 1964; Guerrero, 2005; Neves & Caetano, 2006; Guerrero & Herrbach, 2009).

In an organizational context, the theory of social exchange states that when employees perceive that they receive help, support, attention or other benevolent provisions, they are more likely to give back by showing positive attitudes and behaviors and value-creating work (Cropanzano & Mitchell, 2005). Within the organization, support generally comes from: (1) the organization as such, through its human resources management policy; (2) of the immediate supervisor, through his management style; and (3) co-workers through their helping behaviors. The specialized literature highlights theoretical links between social exchange and perceptions of organizational justice (Greenberg, 1987; Norman, 1991) and organizational commitment.

1.2.2 Organizational justice theory

The distributive justice finds its origin in the theory of Adams (1965) which supports the concept of equity which is based on the existence of a ratio between the contribution (investment) and the retribution (personal profit) compared to that from others. This comparison notes the existence of an inequity (equity) which forms the feeling of injustice (justice) which triggers a movement of rebalancing (Peretti, 2004).

Procedural justice which corresponds to equitable outcomes regarding methods, mechanisms and processes used to determine outcomes (Folger and Cropanzano, 1998). For Folger (1996), it corresponds to the presumed ability of procedures to transform personal contributions into rewards. Greenberg (1987b) showed that the use of information perceived as reliable to base that appraisal performance of employees has a positive effect on the perceived fairness of the appraisal system, the appraiser and the appraisal recognition. When the procedure is perceived as fair, employees tend to accept and react more positively to the decisions received, even if the latter are unfavorable to them (Van den Bos, 2005), however, there remains a dimension according to which employees take into consideration the supervisor's fairness in their assessment of organizational justice, thanks to the work of (Bies and Moag, 1986; Bies, 1987; Bies and Shapiro, 1987, 1988; Folger and Bies, 1989; Tyler and Bies, 1990; Steiner & Rolland, 2006).

The interactional justice distinguishes informational justice relating to the communication of relevant information to individuals - "information given on the decision" (Bies and Moag, 1986); and interpersonal justice, which emphasizes the importance of interpersonal behavior between authority figures and employees during the implementation of processes or "social sensitivity" for Bies and Moag (1986). Researchers have also been interested in the links between these three types of organizational justice which, "although distinct, may not be very different in the final analysis, either in terms of their dynamics or their consequences" (Lind, 2001, p.5).

2. The research model

Our research model is interested in explaining affective commitment by the perception of the performance appraisal process, which leads us to put forward a main hypothesis stipulating the following: The perception of the performance appraisal process influences the commitment of executives in the Moroccan banking companies.

From this hypothesis, several questions emerge for which we try to give justified answers, such as:

- Are all dimensions of justice positively correlated with affective commitment?
- What are the dimensions of justice that most influence affective commitment?

2.1 Effects of the perception of the performance appraisal process on affective commitment

Employees should view their performance appraisal as fair so that they express themselves cognitively, physically and emotionally during role performances or to display commitment to the organization (Latham et al., 2005). When perceptions of performance appraisal are expressed, a sense of security is created and employees begin to believe that even if they fail due to external factors, their organization will recognize their work and treat them fairly (Kahn, 1990). This condition also promotes positive employee perceptions of support from direct managers who emphasize organizational practices, which leads to commitment to the organization as a whole (Farndale, 2012).

Furthermore, some empirical evidence shows that perceived fairness, satisfaction with performance appraisal practices, and their quality can all be used to predict the level of organizational commitment among employees (Ogilvie 1986; Kinicki, Carson and Bohlander 1992; Meyer and Smith, 2000; Kuvaas 2006, 2011; Brown, Hyatt and Benson, 2010). Recent studies have indicated that the three dimensions of organizational, distributive, procedural and interactional justice in the context of performance appraisal have been positively associated with organizational commitment (Yu and Cheng, 2014) and citizenship behaviors (Zhang and Agarwal, 2009). These conclusions lead us to consider the organizational justice of the evaluation process as an important antecedent of affective commitment, which leads us to formulate the following hypothesis:

The positive perception of the fairness of the performance appraisal process (PAP) influences the affective commitment of employees.

Fair procedures encourage individuals to engage with their organization because they increase their chances of obtaining satisfactory outcomes from it. Indeed, fair procedures affect the social identity of individuals towards their company thanks to the fact of being treated fairly, this develops in them the feeling that they are respected, which leads them to identify with it, to trust it and to become involved in it (Tyler and Blader 2000). In the more specific literature on performance management, a few studies have also shown the positive effect on organizational commitment of fair objective setting or performance appraisal procedures (Staley et al. 2003; Lau and Tan 2005; Hartmann and Slapničar 2008; Lau and Moser 2008; Lau et al. 2008).

H1: The positive perception of the procedural justice of the performance appraisal process (PAP) influences the affective commitment of employees.

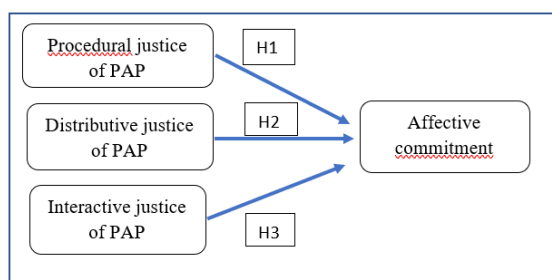
According to Colquitt et al. (2001) and Viswesvaran and Ones (2002), distributive justice represents the second dimension of justice having the most impact on the organizational commitment of the employee after procedural justice. However, Behson (2011) specifies that this dimension has the greatest impact on organizational commitment. Thus, the more distributive justice there is within an organization, the greater the level of organizational commitment of the employee. Subsequent studies by Kwon (2006), Kumar et al. (2007) and Sulu et al. (2010) support these results. The study by Sulu et al. (2010) specifies, however, that the association between these variables has moderate strength.

H2: The positive perception of the distributive justice of the performance appraisal process (PAP) influences the affective commitment of employees.

Work has shown that the distributive dimension and the interactional dimension of organizational justice can affect organizational commitment significantly and as strongly as procedural justice (Chang, 2002; Aryee et al., 2002; Simons and Roberson, 2003). A study by Simons and Roberson (2003) demonstrated that Procedural Justice and Interactional Justice are correlated in similar proportions to organizational commitment at both the individual and organizational levels. Meta-analyses by Colquitt et al. (2001) and Behson (2011) indicate that there is a positive and significant relationship between these variables. Even if interactional justice has the least impact on the employee's organizational commitment, the fact remains that a high perception of interactional justice enhance a great level of organizational commitment employees.

H3: The positive perception of the interactive justice of the performance appraisal process (PAP) influences the affective commitment of employees.

2.2. The research model Representation



3. Research methodology

A survey was conducted among 260 executives and employees of nine Moroccan banks, tests the hypotheses resulting from the research model presented above. The choice of the banking sector is justified by the experience acquired in the practice of performance appraisal, on the one hand by the diversification of the sector in terms of shareholding, which obliges the banks to bring themselves up to international practices and on the other hand, by the requirement of generalization of performance appraisal process by the collective agreement of the Professional Group of Banks of Morocco in 2011.

- Like the majority of research in management sciences, our research is based on a convenience sample where we contacted all the people who were accessible to us. However, we ensured that the people interviewed corresponded to the population studied (appraisees) and created a homogeneous sample (executives and employees of the banking companies), to ensure the quality of the sample and the data collected.

- The size of the sample adopted must bring together 5 to 10 times more individuals than it does not are items subject to the same factor analysis, according to Igalens and Roussel (1998).

- The choice of this sample size corresponds to the most widespread use of confirmatory factor analysis which requires the collection of a sample of at least 200 individuals if the method of structural equations is envisaged in the validation step, which corresponds to the operationalization stage of our research.

The study of the theoretical relationships was carried out using multiple regression analyses, although the structural equations were used to assess the psychometric quality of the measurement scales (Allen and Meyer Organizational Commitment Scale (1990; Meyer et al., 1993); Scale of Organizational justice measurement scale Colquitt (2001), translation of (Manville, 2006 and Roussel et al., 2009) adapted to the performance evaluation process), with a view to guaranteeing their purification and validation, while respecting the stages of Churchill's paradigm.

4. The investigation results

In this section, we deal with the results of the survey conducted among employees in the Moroccan banking companies and then we offer a discussion of the results.

4.1. Testing the effects of PAP justice on the affective commitment of employees in the banking companies.

4.1.1. Effect of PAP procedural justice on affective commitment (H1)

The result of the regression model linking the perception of procedural justice of the performance appraisal process to affective commitment shows a positive and significant correlation of ($\beta = 0.221$; $p = 0.000$), the perception of procedural justice of the performance appraisal process explains almost 13% of the variance in affective commitment and the Durbin-Waston test (1.658) greater than 1.6.

4.1.2. Effect of PAP distributive justice on affective commitment (H2)

Regarding the perception of the distributive justice of the performance appraisal process, it explains only 4% of the variance of affective commitment with a satisfactory Durbin-Waston test of (1.632), the level of correlation between however, the two variables remain quite low with ($\beta = 0.127$; $p = 0.043$). The perception of the distributive justice of the performance appraisal seems to have a less strong impact on the affective commitment than the procedural justice, we can then validate the hypothesis (H2).

4.1.3. Test of the effect of interactional justice of the PAP on affective commitment (H3)

The perception of interactional justice the biggest part in explaining the relationship between the perception of justice of the performance appraisal process and commitment. Indeed, the two interpersonal and informational sub-dimensions of interactional justice explain one by one 15% and 14% of the variance of affective commitment. The correlations show respective indices of ($\beta = 0.240$; $p = 0.000$) and ($\beta = 0.236$; $p = 0.000$) between the dimensions of interpersonal and informational justice and affective commitment.

In summary, when the dimensions of organizational justice are taken one by one and in terms of their effect on affective commitment in the context of performance appraisal, no exception was noted, all dimensions have a positive effect. on affective commitment, it should be noted, however, that distributive justice is the one that has the least effect.

4.2 Discussion of survey results.

The results of our survey support those of previous studies, the perception of justice in the context of performance appraisal positively influences affective commitment (Cropanzano et al., 2007; Kuvaas 2006; Sholihin & Pike 2009; Jawahar 2007). In addition, if studies have shown the influence of procedural and distributive justice on affective commitment, the results of our study show that when all dimensions of justice are combined, interactional justice takes precedence over the other dimensions. It is the interpersonal and informational dimensions that have the most effect on commitment and even diluted the effect of the procedural and distributive dimensions when they are studied together. This reinforces recent studies which show the interest of studying all dimensions of justice insofar as sometimes procedural justice, which has received the greatest share of interest, is dominated by the other dimensions (Fall, 2014) unlike which was the case in the studies of the 1990s where studies on performance evaluation examined the relationship between one or even two dimensions of organizational justice and organizational commitment (e.g., Folger and Konovsky 1989; Konovsky and Cropanzano 1991). It must also be said that performance appraisal at the time focused more on the administrative part of the evaluation than on the development part.

4.2.1. The perception of procedural justice of the performance appraisal process and affective commitment

The test of the effect of perceived procedural justice of performance appraisal on affective commitment, the results showed the positive effect of procedural justice in the context of performance appraisal on affective commitment. According to the meta-analysis by Meyer et al. (2002), there is a positive and significant relationship between procedural justice and affective commitment (0.38), the intensity of the effect found in our study is not as strong but does not stray too far with (0.22). On a theoretical level, our results reinforce the importance of procedural justice in the relationships between characteristics of evaluation systems and the attitudes and behaviors of the appraisee (Simons and Roberson, 2003; Simard et al., 2005; Fischer and Smith, 2006). Cohen,

Charash and Spector (2001) theoretically explain the significant association between procedural justice and affective commitment. According to these same authors, when the organizational procedures used in decision-making are fair, employees have the perception that they have a lot to lose by changing employers.

4.2.2. The perception of the distributive justice of the performance appraisal process and affective commitment

Testing the effect of perceived distributive justice of performance appraisal on affective commitment revealed a positive effect. The results join those of the effect of procedural justice on the same variables with a lower intensity (0.13), these results are less revealing than those of the literature (Colquitt et al., 2001; Viswesvaran and Ones, 2002 and de Behson, 2011) which report the existence of a positive and strong association between distributive justice and organizational commitment, there is however the study by Sulu et al. (2010) who specifies that the association between these variables showed a moderate strength.

Indeed, these results deserve to go back a little to first analyze the nature of the perception of distributive justice in the context of our study. First, it should be noted that the results of the descriptive analysis do not show a pronounced positive trend in the perception of distributive justice, those evaluated who compared the ratio of their reward and their contribution to that of other Banking sector employees disagree that the outcomes of performance appraisal decision-making are fair. Second, while the compensation obtained as a result of the performance appraisal process somewhat reflects the effort put into the work, the nature of the work performed and the performance achieved during the process, it does not at all reflect the contribution employees to the performance of the organization. This observation can be attributed to the fact that the performance appraisal process in the banking companies does not always extend to the consequences or to the results, which can somewhat compromise the contribution that the distributive justice on organizational commitment. As a result, employees who are involved in this part of the appraisal process can develop an emotional attachment to their organization. We can deduce from this the weak correlation of the perception of the distributive justice of the appraisal and the affective commitment compared to previous studies which agreed on the nature and the meaning of this relationship but not on its strength (Dipboye and dePontbriand , 1981; Holbrook, 2002, 1999; Landy, Barnes-Farrell and Cleveland, 1980; Landy, Barnes and Murphy, 1978; Saint-Onge et al., 2007).

4.2.3. The perception of the interactional justice of the performance appraisal process and affective commitment.

The test of the effect of the perception of interactional justice of performance appraisal on organizational commitment is undoubtedly the one that gives the highest results and that comes closest to the results of previous studies. Indeed, from the descriptive analysis of the results, it was clear that the perception of justice with an accentuated positive tendency was that of the justice of the interactions during the performance evaluation process, and the results of the correlation tests show if the two sub-dimensions (interpersonal and informational) are added, a

correlation index of (0.47) with affective commitment comes close to the results of the meta-analysis by Meyer et al. (2002). These results reveal that the perception of justice in performance appraisal depends largely on interactional justice, which refers to the enhancement of respect and dignity in interpersonal relationships (Greenberg, 1993; Folger et al. Cropanzano, 1998). This same perception of justice intensely influences affective commitment, this is consistent with the idea that employees perceive their hierarchical superior as being both an exchange partner in their own right, and the representative of the organization (Ambrose & Schminke, 2003). This duality of the role of the hierarchical superior can be explained by the fact that he maintains a daily, personal relationship with the employees and that he is at the same time responsible for the implementation of strategies, decisions, organizational procedures and practices and in this case those related to performance evaluation (Whitener, 1997).

Being treated in a respectful and polite manner and receiving explanations for the decisions that are made are similar to the perception of fairness with regard to the behavior of the line manager (Bies, 2005; Erdogan, 2002; Masterson et al., 2000). As a result, the employee's ability to express their point of view and influence the orientation of the evaluation interview (fair hearing) as well as the line manager's ability to transmit constructive feedback are associated with the perception of justice of the procedures adopted by the appraiser. In this case, we can explain that the appraisee only gives importance to the procedures through their implementation by the line manager, which also reveals the correlation between procedural justice and interactional justice. (Greenberg, 1993; Folger and Cropanzano, 1998). In addition, the extent, the nature, the target and the frequency of transmitting information and explanations "adequate notice" to the employee explain informational justice (Folger et al., 1992), which influences positively affective commitment. Thus, the fairness of the information and explanations provided during appraisal interviews have a positive effect on the emotional attachment of the employee to his organization.

Within the framework of social exchange theory, the dimensions of justice play very specific roles. Thus, perceptions of distributive justice reflect the quality of economic exchange relations and predict, for example, employee satisfaction with the consequences of performance evaluation. Perceptions of procedural justice guide attitudes and behaviors towards the organization, such as commitment. Finally, perceptions of interactional justice influence the attitudes and behavior of employees towards their manager (Cropanzano, Prehar and Chen, 2002).

However, the meta-analyses by Colquitt et al. (2001) and Cohen-Charash and Spector (2001) show that the distributive, procedural and interactional dimensions of justice influence employee commitment, this trend is accentuated by the recent meta-analysis by Colquitt et al., (2013) which explains that justice was strongly and positively correlated with trust, commitment, perceived support and whatever the dimension of justice studied, justice then predicts the quality of social exchanges and reciprocity (Masterson et al. 2000; Horvath & Andrews, 2007, Karriker & Williams, 2009; H. Liao & Rupp, 2005). Our study is completely in line with this vision and

explains that even if the explanatory power of justice on commitment varies according to the dimensions, perceptions of procedural justice are not the only determinants because perceptions of interactional justice and distributive justice also bear witness to the quality of the exchange relationship established.

Conclusion

This study sheds additional light on the importance of perceptions of justice in performance evaluation in explaining organizational commitment and particularly affective commitment. Indeed, the perceptions of justice of Superior Collaborator interactions are an asset for the organization, they constitute a strong link in the chain of the performance appraisal process which would benefit from being reinforced by the quality of the communication and this all levels of the organization:

- At the level of the Manager-Collaborator relationship, the quality of communication facilitates the granting of positive feedback, makes it possible to accept sometimes unfavorable decisions and improves the quality of argumentation and persuasion.
- At the level of the Organization-Collaborator relationship, the quality of communication provides accurate information on the means available to the organization to help managers better operate appraisals to avoid the surprise effect on the one hand, and to meet expectations of the appraisee on the other hand.

As a result, managers will find it beneficial to take into consideration the principles of organizational justice in the exercise of their management style. By involving employees more or at least consulting them as much as possible during the appraisal process can strengthen the quality of the supervisor/collaborator relationship which has a positive impact on the perception of interpersonal justice. Improving the perception of interpersonal justice cannot be done independently of improving the perception of procedural justice, which guarantees the coherence and alignment of the organization's strategic action. Ensure that measurable objectives are set that are compatible with organizational guidelines, train managers to conduct appraisal interviews and support them in developing positive communication, establish more frequent appraisal moments and conduct the annual evaluation interview in two separate stages (one moment for the evaluation and another to clarify the aspirations of the future) can constitute levers to improve the perception of procedural justice of the performance appraisal.

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