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MASTER THESIS

**THE ROLE OF SUPPORT ON THE RELATIONSHIP BETWEEN
PERFORMANCE APPRAISAL SATISFACTION AND EMPLOYEE
COMMITMENT**

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as a thesis for the degree of Master of Science.

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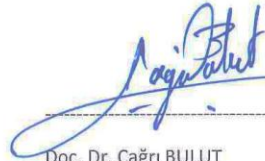
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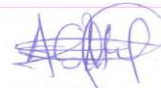
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DECLARATION

I declare and verify with my honor that this master's thesis titled as "The Role of Support on the Relationship between Performance Appraisal Satisfaction and Employee Commitment" was composed by myself in accordance with the academic rules and ethical conduct; the work contained herein is my own; all sources I have benefited are listed in the references and properly cited in the text.

20/06/2016



Abdulghaffar Ahmad KABIR

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ABSTRACT

Master Thesis

THE ROLE OF SUPPORT ON THE RELATIONSHIP BETWEEN PERFORMANCE APPRAISAL SATISFACTION AND EMPLOYEE COMMITMENT

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Employee satisfaction with the appraisal system is intensely recognized as leading to different work outcomes, commitment being one of the most essential ones. This study investigates how satisfaction with appraisal system can enhance employee's commitment to two different foci; organization and supervisor, through distinct mechanisms of perceived support as the mediating factor. To this end, it also examines the moderating role of supervisor's organizational embodiment in predicting organizational commitment. As of the empirical part, a survey was applied to participants from service industry in Turkey. Collected quantitative data was analyzed by a set of multiple regression models. The results show that perceived organizational and supervisor support are acting agents in how satisfaction with performance appraisal system influences employees' respective commitments. While the mediation hypotheses in the proposed conceptual model are supported, the moderation effect of supervisor embodiment found to be insignificant. Overall, the findings suggest that for a better understanding of the impact of human resources management practices such as performance appraisal on employee commitment, perceived support and similar mechanisms at distinct levels and proximities (e.g., organization and supervisor) should be recognized.

Keywords: Performance Appraisal Satisfaction, Organizational Commitment, Supervisor Commitment, Perceived Support, Supervisor Embodiment

ÖZET

Yüksek Lisans Tezi

PERFORMANS DEĞERLENDİRME MEMNUNİYETİ İLE ÇALIŞAN BAĞLILIĞI ARASINDAKİ İLİŞKİDE DESTEĞİN ROLÜ

Abdulghaffar Ahmad KABIR

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Çalışanın, performans değerlendirme sisteminden duyduğu memnuniyetin farklı iş çıktılarına yol açtığı yoğun şekilde tartışılmakta olup, bu sonuçların en önemlilerinden biri örgütsel bağlılıktır. Bu çalışma, değerlendirme sisteminden memnuniyetin çalışanın iki farklı odağa; örgüte ve amire bağlılığını ne şekilde etkilediğini ve bu ilişkide algılanan destek mekanizmalarının aracı rolünü incelemektedir. Bunu yaparken, örgütün amirde cisimleşme (ya da amirin örgütle özdeşleşme) düzeyinin örgütsel bağlılığı yordamadaki düzenleyici etkisi de incelenmiştir. Araştırmada, Türkiye'deki hizmet sektörü çalışanlarına bir anket uygulanmış ve toplanan nicel veri çoklu regresyon modelleriyle analiz edilmiştir. Sonuçlar örgüt ve amirden görülen desteğin, çalışanın performans değerlendirme sisteminden duyduğu memnuniyetin ilgili odaklara dönük bağlılığını arttırmaya aracılık ettiğini, yani bu bağlantıyı sağladığını göstermektedir. Ortaya atılan kavramsal modeldeki aracılık önermeleri desteklenirken, amirin örgütle özdeşleşmesinin düzenleyici etkisi anlamsız bulunmuştur. Bulgular performans değerlendirmesi gibi önemli insan kaynakları yönetimi pratiklerinin çalışan bağlılığı üzerindeki etkisinde farklı düzey ve yakınlıktaki (örneğin, amir ve örgüt) destek ve benzeri mekanizmaların mutlaka göz önünde bulundurulması gerektiğine işaret etmektedir.

Anahtar Kelimeler: Performans Değerlendirme Sisteminden Memnuniyet, Örgütsel Bağlılık, Amire Bağlılık, Çalışanın Destek Algısı, Amir-Örgüt Özdeşleşmesi

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LIST OF ABBREVIATIONS

PA – Performance Appraisal

PAS – Performance Appraisal Satisfaction

OC – Organizational Commitment

SC – Supervisor Commitment

POS – Perceived Organizational Support

PSS – Perceived Supervisor Support

SOE – Supervisor Organizational Embodiment



INTRODUCTION

Nowadays, with the contemporary globalized world, organizations are relying on employees for organizational success and to compete in the contemporary competitive market. Conferring to the resource based view, employees are the resources and assets of an organization thus organizations need to figure out effective strategies for measuring, evaluating, encouraging, improving and rewarding employees' performance at work. Conferring to this perspective, performance appraisal system has come to play a vital role in facilitating organizational goals attainment. (Stever and Joyce, 2000).

Organizations use performance appraisal as a tool to provide guidelines on disseminating information needed to make decisions regarding the whole performance management structure (Williams, 2001). Performance appraisal is a formal system of review and evaluation of individual or team task performance (Walsh, 2003). Performance appraisal system is all about examining and assessing employee's performance in organization. The supervisor as a leader is often the one who monitors and oversee the process of appraisal system by ensuring good implementation, management and communication of the process to comply with the requirements (Walsh, 2003). Even though performance appraisal system has been an organizational managerial practice for a long time, little is known about how employees' reactions to this system might affect outcomes which are critical to organizational success (Williams, 2001).

Several studies have reported a general dissatisfaction of employees with the performance appraisal system (e.g., Bowles and Coates, 1993). They have offered a number of reasons possibly leading to employees' being not satisfied with performance appraisal including the system perceived as time consuming, subjective and unfair. This shows how employees perceive the appraisal system that contradicts to the system's goal. In their work, Fletcher and Williams (1996) establish that employee discontent with appraisal systems is a warning sign that organizations need to face with because it implies that the system fails to achieve the very goal it intends to reach. The main reason behind performance appraisal satisfaction is ensuring employees' ongoing motivation and attachment. The satisfaction of employees' is in the best interest of the organization because any organization that their employees are not satisfied with the appraisal system employees tend to exhibit unfavorable behavior against their organizations which will lead

employees go astray. In this case organizations will do anything to make their employees satisfied with the appraisal.

In the literature it is not clear how the level of satisfaction from performance appraisal has an impact on one of the most important employee attitudes, organizational commitment. Even though there has been considerable research on the relationship between performance appraisal satisfaction and organizational commitment (e.g., Dusterhoff, Cunningham and MacGregor, 2013; Aleassa, 2014; Kuvaas, 2006; Waldman, Bass and Einstein 1987; Rosete, 2006), our understanding on the exact mechanisms is still very limited. The accumulated research on the topic implies that further investigation is needed to reveal these linkages between employee's reactions to performance appraisal and their level of commitment to organization as well as other relevant targets.

Study Purpose

In this study, I would like to make a contribution to the literature by emphasizing the significance of the perception of support from the organization and supervisor, in terms of how it plays a role in the link between performance appraisal satisfaction and commitment. Here, I further suggest that organization is not the only focus of commitment; performance appraisal satisfaction can also predict an employee's commitment felt towards his or her supervisor, representing a separate dimension and level of attachment. This dual support from both the organization and the supervisor play a pivotal role in ascertaining employee commitment by conveying the organizational objectives to the employees and ensuring the attainment of those goals. With perceived organizational and supervisor support employees will bring the best out of them to the organization. I believe such a comprehensive view including different foci of perceived support and commitment will largely contribute to the existing literature and will facilitate the understanding of the concept so that both researchers and practitioners will have a better way to approach the challenging concept of performance appraisal satisfaction.

To be specific, this study intends to answer three important questions about perception of performance appraisal and its outcomes for the employee. First and foremost, I would like to explain how an employee's satisfaction from performance appraisal is connected to his or her commitment not only to the organization as previously

proposed in the literature but also to the supervisor as a local and more immediate target. Second, I aim to explain the major mechanism of this impact through the role of perceived support from organization and supervisor, respectively. Here the main question is to what extent support from organization and supervisor can be treated as the essential step through which appraisal satisfaction can predict employee commitment as the ultimate outcome. How does higher satisfaction with the appraisal system can increase employees' perception of support which will consequently determine their level of commitment? Third, I will examine the possible role supervisor's embodiment with the organization plays in all these essential relations. To put it differently, does the perceived closeness of the supervisor to organization in the eye of the employee have a unique power in predicting the proposed links to commitment?

Towards this end, this study offers and develops a conceptual model where I will introduce two important mediating factors of support describing the content of the relationship between performance appraisal satisfaction and employee commitment at two different levels. It is rather surprising that researchers haven't paid much attention on how supervisor's support and organizational identification might influence employees' commitment at both local and global levels in a work setting. Hence, I argue that it is particularly important to include supervisor's organizational embodiment in a model examining the impact of performance appraisal satisfaction on commitment. To the best of my knowledge, there is no previous research that examined supervisor's organizational embodiment within the conceptualization of how performance appraisal satisfaction results in organizational embodiment. I believe that it is important because the concept supervisor's organizational embodiment will make the relationship stronger when a supervisor has a closer identification with the organization, and the employees see as an organizational agent. It will make him or her better exercise his role on delivering organizational tasks to subordinates effectively.

Following these arguments, I assume that supervisor's support does not only affect supervisor's commitment, but it also has an important link to organizational commitment via mediating the impact of performance appraisal satisfaction and this can happen only when there is supervisor organizational embodiment. For example, in the study of Dusterhoff and his colleagues (2013), it was found that leader member exchange plays a

role in PAS, and perceived utility being mediated by expression of perception of justice. Also in the study of Sparr and Sonnentag (2008), it was found that perceived justice in the system and employee job satisfaction was mediated by leader member exchange. All these research findings imply that supervisor is a key factor in determining positive outcomes for the employees and supervisor organizational embodiment is a crucial factor defining several essential cross-level organizational dynamics.

Significance of the Study

In light of the above, the core objective of this research is to provide a deeper understanding of the relation between performance appraisal satisfaction and employee commitment by examining how perceived organizational support turns out to be a connection factor. I will specifically examine what role supervisor plays in this relationship as a source of support to the employee. Although researchers have studied the importance of support systems in general, no study has identified how diverse support mechanisms such as perceived supervisor support can work as a unique essential link between performance appraisal satisfaction and commitment.

Despite the fact that previous, research identified employees' performance appraisal satisfaction as an important organizational phenomenon, there is a need to further examine how employees respond to the system in which his or her performance is evaluated so that we can understand the way their reactions and perceptions will determine the degree of their commitment. (Levy and Williams, 2004; Keeping and Levy, 2000). Therefore, the core objective of this research is to build on the current knowledge on performance appraisal satisfaction focusing on its relation to employee commitment, and to examine it through distinct mediation mechanisms. I suggest the inclusion of those mechanisms will provide an opportunity for a much better understanding of the concept. Organizations will also have better knowledge of how to make their employees satisfied with the appraisal system. Even though employee satisfaction with performance evaluation has been one of the well-established topics of organizational behavior field (Aleassa, 2014; Kuvaas, 2006; Waldman, Bass and Einstein 1987; Rosete, 2006), I am mainly interested in how employees feel about it, whether they are satisfied with the system or not, and how management will make the appraisal system to suite the demands

and needs of its employees. This is important because employees' satisfaction with the appraisal system influences several organizational outcomes.

As a key contribution, in this study I am not looking at commitment only at the organization level but also at supervisor level, since both of them because they all play a significant role in performance appraisal. The organization through its top management decisions, its culture and other attributes plays a role in the system, but the supervisor is a unique agent who has continuous contact and direct impact on the employees. Therefore, I believe that all the aforementioned variables should be integrated in one model. Moreover, investigation of two separate commitment outcomes will lend way to a better comprehension of commitment which will also serve as a contribution to the related literature. By studying the effect of perceived organizational support, as well as perceived supervisor support and supervisor organizational embodiment, it will bring a new perspective on how the relationship between the supervisors as organizational agents affects subordinates' commitment.

Study Outline

Empirical testing of the study models will be conducted through the collection and analysis of quantitative data from a total sample of 114 employees from three service industries in Turkey, Izmir, namely; food retailing (restaurants and cafes), furniture retailing, and online marketing industries.

The outline of this study is as follows: After the present section, the following section will provide a detailed review of the related literature including the key studies that are relevant to the theoretical model and concepts of this study including employee satisfaction with the appraisal system, perceived support and employee commitment to organization and supervisor. The study will discuss the methodology of the empirical part including the sample, procedure, measures, analysis of data and findings. Finally, there will be results and discussion of findings.

1. THEORETICAL FRAMEWORK

1.1. Literature Review

1.1.1. Performance Appraisal

In the 21st century, the globalized business world has become increasingly uncertain and dynamic. This rift is due to the accelerated environmental forces like advancement in technology, and market change which makes it vital for business and organizational practices to conform to this era. With this respect, performance appraisal helps managers pursue a variety of important organizational goals such as improving planning and service delivery at the general level, providing viable feedback between supervisors and employees (Tziner, Joanis and Murphy, 2000). Indeed, performance appraisal is one of the critical elements of human resource management yielding vital knowledge that is used in making key managerial decisions including compensation, promotions, employee retention or termination (Murphy and Cleveland 1995).

Performance appraisal systems let organizations to manage, communicate and evaluate its employees' behaviors, potentials and achievements over a specific period and establish a mechanism for managers to make decisions regarding employees, and create a feedback channel between supervisor and employees (Nurse, 2005). Thus an effective appraisal system is not meant for only assessing employees' current performance levels but also to foresee and plan future needs of the organization. Meanwhile, performance appraisal should be carefully designed and cautiously executed because ineffective appraisal system can be futile to organization and if poorly managed, it can bring various problems to the organization. Here, performance appraisal should be regarded as a formal system of assessment and as an important tool for decision making in work setting not just a formality. Employees should have a clear understanding of the motive behind the practice (Ikramullah et al., 2012).

Appraisal system is mainly administered to achieve several purposes for the organization, most important one being employee performance, productivity and employee development (Cook and Crossman, 2004; Murphy and Cleveland, 1991). Performance appraisal system is also used for administrative decisions. For instance, when

it comes to laying off or termination of employees, organizations use it as a guideline to help them select the most suitable employees and not that suitable ones for the job. Also relating to salary raises, bonuses and promotion, performance appraisal plays a critical role in the systematic assessment of employees' performance. With performance appraisal, organization can easily identify its employee's strength and weaknesses and find a better way of correcting deviations (Ikramullah et al., 2012).

In their study, Cleveland, Murphy, and Williams (1989), discuss the prominence of performance appraisal for organization and employees, and pinpointed the following key purposes of performance appraisal system:

- System maintenance: It aids in the personnel evaluation system, attainment of organizational goals and identification of core organizational needs for training and development.
- Documentation: Keeping record of appraisals aids in easy access of records which can be used in correcting present ones or for legal proceedings.
- Evaluation within an employee: It clearly shows the strength and weaknesses of an employee and points out certain areas that more attention should be given for better performance outcomes, and if it is needed, for employee training.
- Evaluation between employees: The results of the appraisal system can guide organization on how to set pay packages, promoting employees with better performance, and identifying those with poor performance.

1.1.1.1. Performance Appraisal Feedback and Perception of Fairness

One major goal of formal performance appraisal is to provide accurate and adequate feedback to employees. From the organization's point of view, feedback keeps both its members' behavior directed toward desired goals and stimulates and maintains high levels of effort and feedback potentially can influence future performance (Jawahar, 2006). Employees' performance and various attitudes important for the organization makes appraisal feedback essential for the organization as much as the employee and his/her individual performance (Jawahar, 2006). Whether these benefits can be cultivated or not depends on the recipient's reaction to the feedback, thus, feedback reactions denote sustainability of the overall system (Jawahar, 2006).

In performance appraisal research, studies have clearly emphasized the importance of feedback mechanism from the organizational and individual performance level (Levy and Watts, 2003). Researchers stress how the feedback mechanism is a variable that contribute to the success of improving employees' performance. Here, the feedback mechanism is done by examining the contextual organizational environmental factors that influence the use of the feedback mechanism on the appraisal process. The role feedback has in predicting performance appraisal satisfaction has been thoroughly investigated, with the results from these studies showing that when feedback is perceived to be fair, it provides employees with timely and relevant information which they can determine how they are performing in relation to the goals they need to achieve (e.g. Levy and Watts, 2003; Selvarajan and Cloninger, 2012; Dusterhoff et al., 2014).

The feedback mechanisms refer to the daily interactions between employees and the organization regarding the way appraisal feedback is being presented and used in an organization. The study of Levy and Watts (2003) focuses on the relationship between feedback environment and work place outcomes i.e., the way appraisal feedback is presented and the organizational citizenship behaviors are being exhibited. They found that the manner in which the appraisal feedback is also essential to the employees' commitment. This implies that there is a need of credibility and fairness of the mechanism for employees to perceive fairness of the feedback environment (Levy and Watts 2003).

Managerial trust to employees and employees' trust to organization is a strong phenomenon of organizations (Mayer and Davis, 1999). There should also be trust and perception of expertise from the supervisor by the subordinates as a feedback provider as managerial and supervisor support are major components of feedback mechanisms, which in turn lead to commitment (Levy and Watts 2003). So it is important for organizations to build and understand how trust in management can bring a great impact on the relationship between the organization and subordinates and performance appraisal system plays a pivotal role in this relationship. Problems concerning the appraisal system and how it is being carried out are of a great deal of importance for management to give more attention to the feeling of bias on the system, and further attention should be given to address the reactions of the ratees to appraisal system (Mayer and Davis 1999).

It was argued that in an organization that has a merit based pay and promotion system employees tend to make themselves vulnerable when they expend effort on their jobs (Mayer and Davis 1999). Employees are dependent upon appraisal system to detect their increased quality and contribution to the organization and if the system fails to do so, employee may not receive incentives and other benefits for his or her increased effort and this will lower employees' level of trust for the organization because of the biased appraisal system (Mayer and Davis 1999). On the other hand, if the appraisal review correctly reflects employees' efforts, a feeling of trust will be developed towards those responsible for the appraisal system (Mayer and Davis 1999). Having a mutual understanding between the rater and ratees is critical to the success of the appraisal system. Thus, the perceived accuracy of the system by employees will yield a better trust relationship between the organization and its employees. Mayer and Davis (1999)'s study provides evidence that trust can be damaged when appraisal system is perceived as unfair, biased or inaccurate and not allow for performance-based recognition. Hence, employee's trust for top management rises significantly in response to the new, more appropriate measures in the conduct of performance appraisal (Mayer and Davis 1999).

More recently, Sparr and Sonnentag (2008) have examined whether perceived fairness predicts employee well-being through enhanced leader-member exchange (LMX). Results have revealed that overall fairness perceptions are positively related to perceived control and employee well-being (except to job anxiety), and that LMX fully mediates these relationships. The quality of supervisory feedback is also likely to impact perceptions of fairness, particularly the belief that one has been treated in a respectful manner (Sparr and Sonnentag, 2008). In Giles and Mossholder (1990), it is asserted that applying "satisfaction" as a measure of employees' reactions represents a better indicator of the perception of appraisal and the feedback received from it than more specific cognitively oriented criteria. In fact, cognitively oriented measures, such as perceived utility and perceived accuracy, are positively related to satisfaction with appraisal feedback (Keeping and Levy, 2000). In addition to these factors, satisfaction with performance feedback suggests recognition, status, reward contingencies and future prospects for the employee (Giles and Mossholder, 1990). Various psychological

implications of satisfaction with feedback as such make it a key determinant of future work and organization-related attitudes and behaviors (Giles and Mossholder, 1990).

The performance appraisal system is increasingly seen as the mechanism that link employee behavior to organization's strategic objectives (Dusterhoff et al., 2014). Recent studies have identified a number of factors related to the reactions to performance appraisal and the level of satisfaction from appraisal. Apart from performance appraisal outcome, researchers have found that performance appraisal reactions are affected by the perceptions of fairness on the system and the relationship between the supervisors and subordinate (Dusterhoff et al., 2014). To have a better insight on this relationship, the study of Dusterhoff et al. (2014) proposes a perspective based on moral thought. It suggests that employees perceive justice in performance appraisal through its moral justifiability, and thus, the reactions to the system will be determined based on the perceived moral justifiability of the process (Dusterhoff et al., 2014). Employees' dissatisfaction and disagreement with the appraisal process is related to increased job dissatisfaction, lower organizational commitment, and greater intentions to quit (Dusterhoff et al., 2014). Providing more positive feedback in the performance appraisal is seen as one way to improve the performance review process. When feedback is positive and people receive higher ratings than expected, they are more likely to react positively to the review (Dusterhoff et al., 2014).

Previous research on performance appraisal point out that employee's appraisal reaction is a good determinant of appraisal satisfaction, motivation to improve, perceived accuracy, and perceived utility (Cook and Crossman, 2004). Through such evidence it has become increasingly clear how important it is to understand the reaction of employees to the appraisal system. There are other organizational environmental factors that affect the relationship between feedback and performance appraisal satisfaction (Williams, 2001). Feedback from different foci can provide a clearer view of employee's overall performance and it can be perceived as being fairer as the rating and feedback is based on multiple sources, not just from the supervisor (Williams, 2001). Researchers have provided evidence on how employees perceive fairness on the appraisal system (Jawahar, 2007). It is argued that the type of perceived fairness may have an impact on the outcome of satisfaction. The first type of perceived justice is distributive justice and it relates to the

fairness of the outcome that stem from the performance appraisal system (e.g., pay rise, promotion and lay-offs) (Jawahar, 2007). The second type of justice perception is procedural justice where the perceived fairness of the policies of the system is identified. Besides these two, there is also interpersonal justice which relates to the perceived fairness of the way in which supervisor treats employees.

In order to increase the perception of fairness, organizations should provide room for discussion and fair hearing where employees are informed about their ratings and discuss these ratings with their supervisor to understand how the rating is determined (Cook and Crossman, 2004). It is also essential to provide room to employees for appeal process so that they can have a standard procedure to follow when they perceive the components of the system as unjustifiable.

Within the formal PA process, supervisors provide subordinates feedback about their past performance (Kampkötter, 2016). Receiving positive feedback is likely to be perceived by an employee as recognition for the work he/she has performed (Kampkötter, 2016). However, even negative feedback may, to some extent, be viewed as helpful when supervisors identify potential development or training needs as it shows that the supervisor has spent time and effort thinking about the employee's future development (Kampkötter, 2016). In a study by Selvarajan and Cloninger (2012), it was found that appraisal from multiple sources is perceived more accurate. The perception of the accuracy comes from the multiple foci perception of the feedback mechanisms. The multiple foci feedback as opposed to a single source appraisal feedback has better chance of being free from unfairness and biases (Selvarajan and Cloninger, 2012). When managers provide specific feedback that can be related to specific activities and events with respect to job performance, employees may be more willing to accept such appraisals as more procedurally fair compared to feedback that is generic and vague (Selvarajan and Cloninger, 2012). Frequent appraisals equally contribute to better interactions between manager and employees and thus, may lead to perceptions of more positive interactional fairness on the part of employees (Selvarajan and Cloninger, 2012).

In their study on the perception of performance appraisal, Shrivastava and Purang (2011) provide a comparative review on the difference between public and private sector with respect to perception of appraisal fairness and performance appraisal satisfaction.

They've found that employee's perception of fairness of their appraisal system is significantly different between the two banks (Shrivastava and Purang, 2011). Due to the transparency of the private sector, employees find higher fairness in appraisal system due to a number of factors including the setting of performance expectations, rater's confidence, clarifying expectations, providing feedback, and accuracy of rating (Shrivastava and Purang, 2011). This finding is also linked with the communication processes involving interaction between supervisors and subordinates in private sector where appraisal ratings alone serve important administrative and developmental purposes, and thus, not taken lightly (Shrivastava and Purang, 2011).

1.1.1.2. Performance Appraisal Satisfaction Outcomes

Despite the universal use of performance appraisal system, there is ongoing debate over its effectiveness and outcomes. Past studies pinpoint a relative lack of satisfaction towards the effectiveness of the appraisal system in both public and private sectors (Walsh, 2003). The focus of both practice and research is moving towards developmental performance appraisal (Levy and William, 2004) which argues that performance appraisal satisfaction should be carried out as an instrument that aids in encouraging and supporting employees by showing them the importance of their satisfaction with their job. Researchers argued on how employee's reaction to performance appraisal system is an important factor in the organizational environment. It is argued that the only way performance appraisal will impact employee's satisfaction is by them being satisfied with the appraisal system (Keeping and Levy, 2000). If not, a performance appraisal system may not be able to provide the level of satisfaction needed, which will make it doomed to failure of the purpose that it is meant to (Murphy and Cleveland, 1995). Studies have suggested that there is a positive relationship between employee's satisfaction with the appraisal system and his or her job satisfaction, while the latter is positively related to performance (Judge, Thorensen, Bono and Patton, 2001). A number of studies (e.g., Latham and Wexley, 1981; Murphy and Cleveland, 1995) have examined the effectiveness of performance appraisal and brought up some measures. If these measures are taken employees will be more satisfied with the appraisal and reciprocate positively:

- Organizations should provide the employee with information regarding personal and professional development and support.
- Employees' performance should be recognized and documented.
- Employees should be allowed to provide feedback about their feelings, and management and definition of work.
- There should be coordination and collaboration in task definition and planning of future work goals.

Human resource practices in general, and performance appraisal in particular, have impact on several important employee outcomes, one of which is turnover intentions (Bambacas and Kulik, 2013). It was found that when an appraisal system is well established, managers can customize the feedback on employee needs and tailor performance goals to the employee's particular abilities. The feedback helps an employee to modify his or her behavior to better fit with the organization's goals and strategies. Recent studies have found that there is a significantly positive effect of performance appraisal on job satisfaction; this occurs especially when appraisal is linked to monetary outcomes (Kampkötter, 2016). The results of Kampkötter's study (2016) show that appraisal as linked to monetary outcomes may have a powerful role as an HR management tool. Yet, studies also suggest that if tangible benefits cannot be provided or are not tied to the assessment procedure, the use of appraisals with no monetary consequences can be detrimental for open-minded and self-determined employees, as appraisals can potentially raise expectations that are not fulfilled (Kampkötter, 2016).

When there is contentment with the appraisal system, employees reciprocate with commitment to job, job satisfaction and performance appraisal satisfaction as a whole. In Landy, Barnes and Murphy (1978), it was found that employee perceptions of justice and precision of a performance appraisal system is a factor that constitute to the satisfaction with system. Frequency of evaluation and identification of goals contribute to the employees' sense of belongingness to the organization (Landy et al., 1978). There have been studies with empirical evidence showing that satisfaction with performance appraisal and its practices as well as perceived fairness in the system can be used to measure the level of employee organizational commitment (Brown, Hyatt Benson 2010; Meyer and Smith 2000; Kuvaas, 2006; 2011). According to social exchange theory, if a person is

avored by someone, the recipient of the favor will likely feel indebted and will have a greater tendency to reciprocate (Gouldner, 1960). Conforming to this reasoning, one will reciprocate favors to the source of the fairness via behaviors that will benefit the sources with desired outcomes such as being more dedicated to work and the organization.

Organizational commitment might be one such means for the employee to reciprocate the organizational fairness. For instance, Kuvaas (2006) found that satisfaction with the performance appraisal system has a positive impact on affective commitment. On the other hand, it has been revealed that employees with low literacy on performance appraisal are likely to be less committed to their organizations (Brown et al., 2010). So it shows that when employees are satisfied with the appraisal system, they have higher tendency of being committed to the organization. In contrast, if they perceive a biased or unfair appraisal system, in their mind it will become a purposeless function, losing its worth, purpose and clarity as an activity. Managers should give attention on the perception of their employees on the system and work dynamics among employees.

In Latham and Wexley (1994), performance appraisal satisfaction yet again is treated as a significant topic of investigation for organizational research field. It is in the nature of performance appraisal that if an employee feels any discomfort or bias with the system, they tend to exhibit unfavorable reactions to the system.

To sum up, satisfaction is one of the essential outcome to any appraisal process (Alwadaei, 2010). It has been frequently identified in studies (e.g., Jawahar 2007; Keeping and Levy, 2000; Giles and Mossholder, 1990) as the primary reaction to any appraisal process. It is supported in many studies that using satisfaction with the appraisal process implies that there is recognition, status and conformability with the appraisal system. Favorable attitudes are being reciprocated from the satisfaction with the system when satisfaction is high rather than low. Satisfaction with the system stands as a motivation for employees to continue giving the best out of them towards organizational success and this makes it a significant determinant of attitudes toward organization and job.

1.1.1.3. Barriers to Performance Appraisal Satisfaction

Managers go through challenges when implementing an appraisal system for their employees. Even though the obstacles that stand are not impossible to get rid of, the

elements of the appraisal system require great attention and effort. Failing to address them may be catastrophic to organizational goal attainment. Support received from the organization and the supervisor plays a vital role in organizational goal attainment. Support is a powerful agent of change facilitating the growth of organization. Perceived support from superiors provides motivation, encouragement and satisfaction for employees. When supported by the supervisor, an employee may feel that he or she is being supported by the organization itself.

Lack of clear and precise communication between subordinate's and supervisors may lead to a failure in satisfying employees. Understanding the benefits of the appraisal system will contribute immensely to the success of the organization. Organizations should make sure there is an effective understanding between employees and supervisors by supporting the supervisor in the pursuit of organizational goals (Hansson, Backlund, and Lycke, 2003). When organizations come across employees that are resistant to change, there should be a systematic plan to address this resistance. For instance, cynical employees will surely be resistance to change since a cynical person usually does not feel content about organizational efforts towards satisfying him or her. It is also reported that individuals who have cynical beliefs are also likely to be skeptical of others meaner and less helpful and exhibit an external focus of control (Dean, Brandes and Dharwadkar, 1998). So managers should find a way to reduce those beliefs by designing organization structures precisely to slacken the levels of supervision and to allow for easy integration of employees and having more responsibilities that one can participate in decision making which will bring more interpersonal relationship between the employees and the organization (Shipp, 1975). In Hardwick and Winsor (2002), it was stated that resistance to change can also emerge from the fear of losing one's job or negative experiences of previous problems, causing changes in employee's internal status. To reach the desired level of employee satisfaction, organizations should guide employees towards the organizational agenda of achieving objectives, understand the root causes for resistance and use the best possible way to come over it.

Table 1. Major Studies on the Determinants and Outcomes of Performance Appraisal

| Study | Context | Determinants | Outcome | Key Finding |
|----------------------------|---|---|-----------------------------------|---|
| Abdulkadir et al. (2012) | Nigerian banking sector | HRM practices of performance appraisal; career planning Employee participation | Job and organizational commitment | Investigated HRM practices including performance appraisal significantly influence employee job commitment and that the level of organizational commitment of employees. |
| Bambacas and Kulik, (2013) | Managerial employees in a steel manufacturing organization in China | HR practices of performance appraisal; organizational rewards; employee development Mediating effects of organizational job embeddedness | Turnover intentions | HR practices impact job embeddedness and, indirectly, impact intentions to leave. A well-designed performance appraisal system enables managers to customize feedback to an employee's needs and tailor performance goals to the employee's particular abilities. |
| Cheng (2013) | Manufacturing companies in Taiwan | Administrative performance appraisal activities Mediating effect of distributive, procedural and interactional justice | Organizational commitment | Implementation of administrative PA activities are highly associated with employee's perception of organizational justice. Perceived organizational justice has a partial mediating effect on the relationship between administrative PA practices and organizational commitment. |

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|-------------------------|---|---|--|--|
| Dusterhoff et al., 2014 | Employees of a Canadian provincial government | Performance rating, perceived utility and justice, leader-member exchange (LMX) | Performance appraisal satisfaction | Appraisal satisfaction is a direct function of organizational justice, independently of the combined effects of the rating itself, the relationship with the supervisor, and the perceived utility of the appraisal |
| Kampkötter, (2016) | German socio-economic panel (SOEP), a longitudinal household survey | Formal performance appraisal; especially those linked to monetary outcomes Moderating effects of personality traits (Big Five, locus of control) | Job satisfaction | When performance appraisal satisfaction is linked to monetary outcomes, it is a great tool that employees appreciate. When tangible benefits cannot be provided to the assessment procedure, the use of appraisals with no monetary consequences can be harmful for unprejudiced and self-determined employees. |
| Kuvaas, (2006) | Norwegian savings banks | Performance appraisal satisfaction; Mediation and moderation effect of intrinsic work motivation | Self-reported work performance, affective organizational commitment and turnover intention | Performance appraisal satisfaction directly relates to affective commitment and turnover intention. The moderation effect reveals a negative relationship for employees with low intrinsic motivation and a positive relationship for those with high intrinsic motivation. |
| Miller, (2001) | Members of project teams in five U.S. corporations | Self, peer and leader appraisals and ratings; Self-monitoring | Performance appraisal satisfaction | Increased employee "voice" is associated with satisfaction with the performance appraisal process while self-monitoring level is negatively associated after controlling for level of ratings by peers, self, and leader. |

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|----------------------------------|--|---|--|--|
| Selvarajan and Cloninger, (2012) | Full-time employees from a wide range of Mexican firms | Appraisal characteristics of performance appraisal purpose, appraisal source, feedback richness, perceived accuracy and fairness of appraisal | Performance appraisal satisfaction and motivation to improve performance | Appraisals from multiple sources are viewed as more accurate. Feedback from multiple sources is less likely to be biased by political and personal factors as opposed to single-source appraisals. Feedback rich appraisals are perceived as fair in terms of procedural and interactive justice dimensions the employees. |
|----------------------------------|--|---|--|--|

1.1.2 Employee Commitment

1.1.2.1. Relation to Performance Appraisal

Though there are other types of commitment to discuss, managers generally focus on the link of performance appraisal satisfaction to employees' devotion and attachment to the organization (Meyer et al., 2002). It has been argued that it is not the appraisal system per se that affects employee's organizational commitment but it is rather the perceptions and attitudes of employees' towards the appraisal process (Meyer and Smith, 2000). Appraisal process helps communicate subordinates that the organization is concerned about them and care about their well-being especially by protecting their rights. This will in turn provide support in building stronger relationships and developing trust, both of which will be responsible for the emotional commitment to the organization (Meyer et al., 2002). Increasing employee's affective commitment can be attained by providing timely and accurate performance appraisal feedback to employees and ensuring

In this study, I will be investigating employee commitment in relation to performance appraisal by focusing on two distinct targets of attachment; organization and supervisor. The following sub-sections explain each of the two commitment types in detail.

1.1.2.2. Commitment to Multiple Foci

Employees response on the outcome of commitment may vary based on employees accumulated behaviors in an organization (Askew et al., 2013). It has been acknowledged that employees differentiate their level of commitment to different organizational foci's (e.g., organization, team, supervisor, co-workers) were these foci's have different interactions between each of them with the employee where the outcomes vary from one another (Becker, 1992). The fact that employees can hold synchronized commitments to different organizational bodies' raises some important concerns were it is critical to determine whether the influence of these commitments vary. Researchers argued that the variance between an employee's commitments to the foci's that it is focused on or outcome will be at its strongest when the objectives of the two are aligned (Becker et al, 1996). Since employees have different foci of commitment, in this study there is a need

to understand the effects of commitment cannot be obtained from considering individual foci in isolation but rather to combine them and determine employees' commitment. For example, Becker and Billings (1993) found a beneficial effect for high levels of commitment to multiple foci. Differences between the foci of commitment have been especially meaningful in trying to comprehend the relationship between employees and organization. Also, the additional foci of commitment account for unique variance in employee outcomes over and above the variance explained by global organizational commitment studies Becker and his colleagues (1992, 1996, and 2003).

Becker and his colleagues (Becker, 1992; Becker et al., 1996) have shown that employees can be attached to multiple foci at work and that distinguishing among these foci can make a difference in predicting employee's performance. In Lewin's (1943) field theory, foci of commitment such as supervisors or work groups should exercise more influential effect on employee behavior than distal foci such as top management or the organization. In most organizations, local foci's have the primary obligation for establishing norms regarding in role behavior of employees and can be more effective than global foci at monitoring, rewarding, and influencing behavior of its employees (Lawler, 1992). In Lawler (1992) it was found that local or more immediate foci are more salient and thus have a better communication advantage over more distant foci. This gives local foci a greater opportunity to affect the working conditions of employees. If these effects are positive, employees feel positive emotions that they attribute to the local foci and, hence, the local foci become the object of affective attachment to them than the global foci because of the closer relationship between them (Lawler, 1992).

1.1.2.3. Organizational Commitment

Employee's readiness to contribute to organizational success comes from the persuasive feeling of reciprocating on a mutual understanding between organization and its employees (Meyer and Allen, 1991). Notwithstanding the multiplicity of meanings and apparent ambiguity of the concept of organizational commitment, it was argued that one of the best way to measure organizational human behavior is by determining employees' organizational commitment (Steers and Porter, 1983). In their study, Balfour and Wechsler (1996) found that certain characteristics like nature of a job and working experience can simultaneously affect organizational commitment. One of their findings

reveals that employee's enthusiasm to give extra effort to organization is associated with his or her internal motivational factors.

Commitment can be best understood in its dimensionality. There are different conceptualizations of commitment, one of the acknowledged models of commitment is that of Allen and Meyer. In their model, they brought about the insights of the three distinctive dimensions of commitment; namely, affective, normative and continuance commitment. Here, each of these three dimensions bring a unique way of measuring one's commitment. Affective commitment is known for its personal attachment and feeling towards the organization and the job itself. One will most likely identify with the organizational goals and values by denoting an emotional attachment to, identification with, and involvement in the organization. Employees who are satisfied with their organization will experience this kind of commitment (Meyer et al., 1990). Employees also tend to be committed to their organizations because of the fear of losing their job. This situation is characterized by continuance commitment where one weighs the advantage and disadvantage of leaving the organization. One may feel the need to stay in the organization when the possible loss that will be experienced while leaving the organization is greater than the benefit of the new job he/she will find. On the other hand, normative commitment occurs when you feel a sense of obligation to your organization. Even if you are not happy with your position in the organization, you feel that obligation to stay because it's the right thing to do. Mostly loyal employees feel this kind of commitment because they feel the organization has invested a lot in them, and thus, they feel obligated to continue working for the organization. Usually, affective commitment is expected to have the strongest positive relation to these desirable work behaviors, followed by normative commitment (Meyer and Allen, 1991; Meyer et al., 1990). Continuance commitment is expected to be unrelated, or related negatively to the same desirable outcomes.

1.1.2.4. Commitment to Supervisor

The literature has established that employee's commitment can be directed to multiple targets (foci), including the organization, top management, coworkers, teams, unions, customers, supervisors and other groups making up the organization (Swailles, 2002). Commitment has multiple foci, so when an employee is committed to a certain

measure of his organization, it shouldn't be regarded as a whole but partial because there are other driving forces that employees get committed to e.g., supervisor. One outcome of commitment is sometimes independent of another (Swailles, 2002). Employees tend to be committed to different environmental factors (Fox, 1973; Fielder, 1992). Employees have moral perspectives of knowing who to be committed to, so when an employee doesn't seem to be committed to a certain organizational value, he/she shouldn't be categorized among casuals but rather their directions of priorities of commitment is different from the expected one.

Researchers have argued that besides organization, more psychologically relevant foci might have stronger influence on the employee (e.g., Becker, Billings, Eveleth and Gilbert, 1996), whereas others argue for a special importance of commitment to one's supervisor (e.g., Chen, Tsui and Farh, 2002). Therefore, it is suggested that a full understanding of the effects of commitment cannot be obtained by considering organization as the only relevant target of attachment. For example, in the study of Fielder (1992) it was found that the outcome of commitment can differ with respect to how loyalty is given to a particular group but not others.

Findings also suggest that commitment to the supervisor or top management may contribute to global (general organizational level) commitment. Previous studies show that commitment to different foci can bring about better relationships and increase the degree of organizational commitment (Stinglhamber et al., 2002). Supervisors have formal authority to direct and monitor employees, so employees may have greater tendency to act upon request of their supervisor and in accordance to his demand. Supervisors also make procedures and decision concerning allocation of rewards. While such interaction is missing in organizational commitment, supervisor commitment exerts some exceptional effects when it comes to organizational outcomes. Supervisors have a relative amount of control over subordinate's behaviors directed to organization. Within this scope, supervisor is considered as being more salient to employees' than the organization itself. In other words, leader member exchange brings a unique influence from supervisor, above and beyond commitment to other foci.

Becker and Billings (1993) found that being committed to multiple foci explains job satisfaction and favorable employee behavior in a large extent. Thus, commitment to

multiple foci will be more effective and result in a closer link between commitment and other employee outcomes. Askew, Taing, and Johnson (2013) also addressed issues concerning the importance of commitment to different foci for predicting employee perception. Commitment to supervisor was found to be a significantly stronger predictor than commitment to other targets. Johnson et al, (2009) also suggested that different commitments may sometimes be synergistic where high levels in multiple commitments result in more favorable relationships between any single commitment and employee outcomes.

Organizational commitment can be enriched by setting clear goals and objectives. When employees have a clear picture of their organization, they tend to make a sense of cohesion among them and with organizational activities and performance will determine how far they will be devoted to the organization (DeCotiis and Summers, 1987). The relations between the top management, supervisors and subordinates can influence commitment. When management make employees feel like they are part of the organizational body they tend to be committed by having such identification with the organization (Smith and Peterson, 1989). Top management sets organizational communication climate by providing information about organizational activities towards employees with the help of the supervisor-subordinate communication. Then this means that it is imperative that supervisors build a strong relationship with employees because by doing so organizational commitment will be attained and organizational related tasks will be accomplished accordingly (Allen, 1992).

Table 2. Major Studies on Different Commitment Foci

| Study | Context | Determinants | Outcomes | Key Finding |
|--------------------------|---|--|---|--|
| Askew et al. (2013) | Undergraduate students at a large university in the southeast United States | Affective commitment to the organization, supervisor and coworkers Their interaction | Turnover intentions, task performance, citizenship behavior | Affective supervisor commitment is found to be the most relevant commitment target, significantly predicting all outcomes. Organization and coworker commitment solely relates to turnover intentions. A three-way interaction between commitment targets predicts citizenship behavior directed toward the supervisor and task performance. |
| Becker, (1992) | A military supply company in the U.S. | Commitment foci: top management, supervisor, and work group Bases of commitment: compliance, identification and internalization | Job satisfaction, intent to quit, prosocial organizational behaviors | All foci and bases of commitment under inquiry significantly predict satisfaction and intent to quit. However, bases of commitment are not significant for prosocial organizational behavior. Greater recognition of multiple foci and bases and their match to specific dependent variables is required. |
| Becker and Kernan (2003) | Undergraduate and MBA students at two universities in the U.S. | Affective and continuance commitment to supervisor and organization | Performance related behaviors: in-role performance, courtesy, civic virtue and loyal boosterism | Employees make a distinction between affective and continuance commitment to supervisor and organization. Findings show the importance of matching the form of commitment to the type of performance. |
| Chan et al. (2006) | Manufacturing workers in the UK and China | Multiple constituencies of commitment: organization, supervisor, co-workers and union | Work attitudes and behavior | Organization, supervisor, co-workers and the union commitments are indeed separate from each other. |

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|----------------------------|--|--|--|---|
| | | | | <p>Relationship between commitment and outcome is stronger where the constituency focus matches (compatibility hypothesis).</p> <p>No effect found for the higher salience of person and group-based commitments (cultural hypothesis)</p> |
| Vandenberghe et al. (2004) | Three different samples from various organizations | Affective commitments to three entities: organization, supervisor and work group | Intent to quit, turnover, job performance | <p>Organizational commitment has an indirect effect on turnover intent to quit, mediating the effect of commitment to the supervisor and work group on intent to quit</p> <p>Commitment to supervisor has a direct effect on performance while organizational commitment has an indirect effect via supervisor.</p> |
| Wasti and Can (2008) | An automotive retailer in Istanbul, Turkey | <p>Affect and norm-based commitments to organization, supervisor and coworkers</p> <p>Moderating effect of collectivistic values</p> | Turnover intention, job stress, citizenship towards supervisor; supervisor impression management | <p>Commitment to organization predicts organizational-level outcomes (e.g., turnover intentions) while commitment to supervisor predicts supervisor-related outcomes.</p> <p>Results fail to support the role of cultural values with respect to higher salience of person commitments.</p> |

1.1.3. Perceived Support

1.1.3.1. Perceived Organizational Support

Perceived organizational support is an organizational factor that enhance trust and feeling of recognition from the organization to the subordinates, which implies that organizational top management is reciprocating the effort made on its behalf (Shoss, Eisenberger, Restubog and Zagencyk, 2013). With these, employees will feel more secure and they will reciprocate with higher organizational commitment. Employees may use perceived organizational support to predict the benefits of the result from work done in favor of the organization (Shoss et al., 2013). Employees will increase job attendance, innovation and creativity in any way of the best interest of the organization.

In organizational support literature (e.g., Eisenberger et al., 1986, 1997; Rhoades and Eisenberger, 2002) it is argued that the belief of organizational support arises from the employee. When employees feel engaged in the organizational activities, they become more satisfied with their job and they will show a greater amount of commitment to the organization as well as a lower rate of turnover. The perception of being treasured and cared about would promote an employee's membership to the organization, thereby increasing his or her motivation for putting additional effort in carrying out functions on behalf of the organization (Eisenberger et al, 1990; Mowday et al., 1979, 1982; O'Reilly and Chatman, 1986). When employees perceive such inner safety, they are also able to make better sense of their job and experience better interpersonal interactions (Biswas and Bhatnagar, 2013). Shore and Shore (1995) suggest that managerial practices involving recognition of employees' contributions are likely to be positively related to perceived organizational support. Perceived organizational support would also encourage creation of a bond between organization and employee while it leads employees to trust in their organization more regarding how it care about their well-being. It is suggested that in the dynamic interaction between employees and organization, larger perceived organizational support encourage employees to utilize their capabilities without any intimidation to their self-esteem. Through these connections, employees become more prone to see and assume the organizations' gains or losses, values and norms as their own (O'Reilly & Chatman, 1986).

The theory of organizational commitment has brought better insights on how employees dedicate themselves to organizational tasks. Among the factors that brought about these connections are affective attachment and calculative participation which are considered to be theoretically prominent are commitment and organizational support (Morrow, 1983; Reichers, 1985).

1.1.3.2. Perceived Supervisor Support

Supervisor's support to the employee is an organizational environmental factor that strengthens the connection between the supervisor and his/her subordinate. The extent to which employees' effort is acknowledged by their supervisor means a great deal for the employees because it makes them feel that their supervisor values their contributions and cares about them (Kottke and Sharafinski, 1988). One of the roles supervisors play in relation to employee well-being is support, when supervisors show their concern on employees, they tend to feel that their supervisors care about their well-being and they take them as part of the organizational family which will make subordinates honor their supervisors by not failing them in attainment of organizational task (Eisenberger et al., 2002).

Theories on organizational support assert that the overall belief and understanding of employees' regarding favorable treatment from the supervisor emerges in situations where the leader supports them by providing resources and training, and value them (Shore and Shore, 1995). Research advocates the idea that the act of recognition of effort, and believing and trusting employees are key attributes, all of which ultimately foster the development of perceived supervisor support. Work place fairness adds to the opinion that organization's agents act enthusiastically to provide for the employee and they are willing to do anything possible to make that relationship work. (Shore and Shore, 1995). Perceived supervisor support shows a desirable association with an employee and his/her supervisor and this connection leads to the development of trust in the supervisor (Eisenberger et al., 1997). When subordinates trust their supervisor and feel that his or her problems are as their own, they tend to do their best to make their supervisor happy by accomplishing the organizational goals.

Supervisor subordinate relationship theories and support theories are comparable because of the support they give to employees. Although researchers have focused on certain and unique attributes between them. For example, in Wayne, Shore and Liden (1997) it was found that some organizational attributes like tenure with subordinates have a better relationship with leader member exchange than it does with POS, while experience, innovation and promotion are related to POS than Leader member exchange. In terms of carrying out favors for the supervisor and the organization, the relationship is more strongly related to leader-member exchange than to perceived organizational support, whereas affective organizational commitment is more strongly related to perceived organizational support than to leader-member exchange.

It is proposed that, on the basis of the reciprocity norm, supervisor feels an obligation to pay the organization for the perceived support and he or she expects to be rewarded for doing so (Eisenberger et al., 2013). Supervisors build this reciprocity by developing a favorable leader-member exchange with their subordinates, by providing them with resources to obtain better organizational outcomes. Wayne et al., (1997) it is said that management give support to employees by aiding employees in different ways that will make them put in extra effort in foreseeing organizational success e.g. orientation of new employees and assisting those in need of help to get the job done. The supervisor plays a role to ensure success in any organizational objective or goal. Supervisors' role in an organization is to coach, evaluate and direct subordinates in attainment of organizational targets. They expect the management to recognize the efforts from its employees are being driven by them.

1.1.3.3. Perceived Support and Fairness in Performance Appraisal

Employees are more likely to view the existence of an objective and fair performance appraisal as an indicator of organizational support (Nasurdin et al., 2008). This view is consistent with the feedback theory, which proposes that employees are likely to seek and attend to information that is relevant to their own goals (Ashford & Cummings, 1983). Hence, the availability of performance feedback help to motivate employees to improve their organizational performance and fulfill their career aspirations (Nasurdin et al., 2008). These activities are likely to boost employees' perceptions of organizational

support (Nasurdin et al., 2008). Within the context of social exchange, the basis of the norm of reciprocity shows that perceived organizational support would create an obligation for the recipient employee to care about the organization's welfare and assist the organization achieve its goals and objectives (Gouldner, 1960). One of the ways employees can reciprocate their obligations is through greater commitment and increased efforts to aid the organization (Eisenberger et al., 1986; Mowday et al., 1982), as empirical studies provide evidence for the relationship between perceived organizational support and organizational commitment (Meyer and Smith, 2000; Wayne et al., 1997).

Undependable findings suggest that there is a need to facilitate the relationship between fairness and trust in supervisor. For example, in some studies, interpersonal but not informational justice was related to supervisory trust (Frazier et al., 2010), whereas other research shows that informational but not interpersonal was related to supervisory trust (Cameraman et al., 2007; Frazier et al., 2010). The mediating role of PSS, which reflects employees' perceptions that their supervisor cares about them and values their contributions (Eisenberger et al., 2002). Acts of supervisory support may include providing resources and information, or demonstrating overall concern for employee wellbeing (Eisenberger et al., 2002). In the performance appraisal context, such perceptions of support are essential, especially when receiving feedback that can potentially threaten one's self-image (Landy and Farr, 1983). Organizational support theory bought about the foundation of PSS, and it proposes that employees form a general belief should be regarded and there should be an establishment about the extent to which their organization cares about their well-being and supports them (Eisenberger et al., 1986, 1997; Rhoades and Eisenberger, 2002). Organizational support theory specifies that this general belief arises from the employees 'experience of satisfactory treatment from agents of the organization, in precise, their direct supervisor (Eisenberger et al., 1986). Because of the supervisor's position of authority, acts of support, such as providing resources, training, and work schedule flexibility, indicate to employees that their supervisor trusts and values them (Shore and Shore, 1995).

1.1.3.4. Perceived Support and Justice Perception

Workplace impartiality adds to the perception that the organization and its agents act voluntarily to provide for the employee and they are willing to reward employee contributions, and value his or her contributions (Moorman et al., 1998; Masterson et al., 2000). Hence, fairness expresses respect, which contributes to perceptions of support (Moideenkutty et al., 2001). Prior research on justice and perceived support demonstrates that they are related yet distinct constructs that make unique contributions to understanding employee's organizational behavior (e.g. Andrews and Kacmar, 2001). Within a performance appraisal system, interpersonal and informational justice, as compared with procedural or distributive justice, should be the most relevant forms of fairness associated with PSS in an organization. Informational and interpersonal justices are considered voluntary on the part of the supervisor (Masterson et al., 2005). This voluntary act supports the development of PSS (Eisenberger et al., 1997), the way that PSS is more likely to arise when employees perceive that their supervisor is acting voluntarily to support them and respect them at their own level (Byrne and Hochwarter, 2008). Also, informational and interpersonal justices are likely the most relevant forms of justice in the performance appraisal context because employees interact with their supervisors during the entire appraisal process so with that there will be a better means of communication which will bring about understanding between the two organizational factors (e.g. appreciation of accomplishments, reviewing and discussing the feedback), such that there is a good interaction between them. With these kind of relationship and understanding between the supervisor and his subordinates the establishment of trust will not be difficult to because of the perception of relationship and justice in the system. Hence, for employees considering the fairness of their appraisals, interactions with their supervisors are most salient and frequent as compared with considerations of the process or the annual outcome of appraisal (Byrne et al., 2012).

1.1.4. Supervisor Organizational Embodiment

The social exchange theory interpretation on the relationship between organization and employee affirms that, when it comes to employees' reciprocity, employees who perceive a fair treatment from their organization and their supervisors that act as organizational agents, they respond with high work effort and commitment to their tasks

(Eisenberger et al., 2013). Indeed, the theory of organizational support stipulates that the supervisor is often perceived as an organizational agent. As such, employees acknowledge that the supervisor acts on behalf of the organization, therefore they adjust their judgement of their exchange relationship with the organization according to the relationship they experience with the supervisor.

Employees are familiarized with the insight that their supervisors share a common identity with the organization (supervisor organizational embodiment). When employees perceive high SOE, they tend to perceive similar characteristics between their supervisor and the organization. (e.g., attention, encouragement and praise Eisenberger et al (2010). Eisenberger and his colleagues (2013) found that employees tend to develop a certain understanding between the shared identity of their supervisor with the organization which is similar to the study of Ashforth and Mael's (1989) concept of organizational identification in which employees share some of their organizational characteristics with their supervisor e.g., trust, values and objectives. When employees have a positive view towards both their supervisor and the organization, they tend to appreciate the bond between them more, and identify their objectives as one.

Studies of leader-member exchange theory (e.g., Eisenberger and Stinglhamber, 2011; Rhoades and Eisenberger, 2002; Novak and Graen, 1987) confer to the theory that employees who are treated favorably by their superiors reciprocate to this favor by putting more effort in getting their job done. This also leads to a better relationship between the employees and the organization as the employees' general perception of their organization will also be positive, thanks to the strong relationship they have with their supervisors. To put it differently, when employees consider the supervisor as the representative of the organization, they will also have a favorable perception of their organization and believe more strongly that their organization cares about them and values their contribution (Eisenberger et al., 1986). While this will enhance employee's organizational commitment, the organization will have more loyal and promising employees.

Employees are quite aware that through evaluations and directives, the supervisor can play a role where his or her actions are carried out on behalf of the organization (Eisenberger, et al., 2002). Rousseau's (1998) study argues the main theories on employee-organization relationship holds that employees consider their supervisors as organizational agents.

According to this, anything that comes from the supervisor will be coming from the organization because they see their supervisor as a link between the top management and ground employees (Eisenberger, Lynch, Aselage and Rohdieck, 2004). As a common theme, these studies argue that employees take a broad view of their relationship with their supervisor and the organization, and treat them with respect to this unity as they see their supervisor as a representing figure of the organization.

Yet, existing research also suggests the extent to which employees view their supervisor as associated with the organization widely differs. The variation in perceived representation will depend on the degree employees generalize the favorable nature of the bond they have with the supervisor to the organizational level. A significant relationship has been identified between SOE and supervisor's remarks about the organization (Eisenberger et al., 2013). Positive remarks from the supervisor will bring an improved leader-member exchange relation. Employees' perception of the relationship also yields higher commitment with the organization, especially in the dimension of affect. Thus, the extent perceived support from the immediate supervisor can explain organizational-level broader outcomes (such as organizational commitment) will largely depend on the identification of the supervisor with the organization in employees' minds.

Table 3. Major Studies on the Mediating Role of Organizational and Supervisor Support

| Study | Context | Determinants | Outcome | Key Findings |
|-----------------------------|---|--|--|--|
| Byrne et al. (2012). | A microchips producing firm within the U.S. | Interpersonal, informational justice and trust in supervisor Mediation of perceived supervisory support | Trust in supervisor | Perceived supervisory support serves as a mechanism through which perceptions of interpersonal and informational justice foster trust in supervisors. |
| Dorfman et al. (1986). | Employees from a medium-sized university in the southwest U.S. | Performance appraisal behaviors of supervisors including being supportive | Subordinate reactions to performance appraisal reviews | Supervisors support highly rated employees and they engage in improvement efforts for poor performers. Support in supervisor's appraisal review is associated with higher levels of employee motivation. |
| Jacobs et al. (2014). | Police officers in Germany | Justice perceptions of performance appraisal Mediating role of work affect, perceived supervisor and organizational support | Ethical (pro-organizational proactive) and unethical (counterproductive) work behaviors | Employees interpret performance appraisal as representation of the trustworthiness of supervisor and organization. Both ethical and unethical behaviors at work are mediated by perceived support and work affect. |
| Kuvaas et al. (2014). | Line managers and employees from four different Norwegian organizations | Perceived enabling HR practices Mediation role of perceived supervisor support | Employees' intrinsic motivation; affective organizational commitment; turnover intention | Perceived supervisor support significantly mediates the relationship of enabling HR practices to all study outcomes. When the supervisor values employees' contribution and cares about their well-being, employees' motivation and commitment levels increase. |
| Moorman and Niehoff, (1998) | Civilian employees from a large military hospital in the U.S. | Procedural justice judgments | Organizational citizenship behavior (OCB) | Procedural justice appears to be an antecedent of perceived organizational support. POS, in turn fully mediates this relationship to three of four OCB |

| | | | | |
|------------------------|--------------------------------|--|---------------------------|--|
| | | Mediation effect of perceived organizational support | | <p>dimensions (interpersonal helping, individual initiative, personal industry and loyal boosterism).</p> <p>Organizational support does this by prompting employees to reciprocate.</p> |
| Nasurdin et al. (2008) | Malaysian manufacturing sector | <p>HR practices of performance appraisal; training; and career development</p> <p>Mediating role of perceived organizational support</p> | Organizational commitment | <p>Performance appraisal has direct, positive relationships with organizational commitment and this linkage is quite significant.</p> <p>Perceived organizational support partially mediates the relationships between two of the three HRM practices (including performance appraisal) and organizational commitment.</p> |

1.2. Conceptual Model and Hypothesis

In this study, I will be examining the relationship between performance appraisal satisfaction and organizational commitment. The study will not only examine organizational commitment but rather it will take multiple foci by looking at the supervisor also as an important organizational factor that influences employees' commitment which I argue looking at the different foci's will bring more understanding to the concept. The study will also offer separate mechanisms for each of the relationships between the dependent variables by inclusion of organizational and supervisor support as mediating variables, then find out to what extent the supervisor him or herself is identified with the organization (supervisor organizational embodiment). SOE as an organizational factor will strengthen the relationship between the organization and its employees', and elicit in the satisfaction with the appraisal system. I propose a theoretical model that will explain the relationship between the constructs and how each of them interact with the given variables.

My study proposes two conceptual models that will describe the relationship between performance appraisal satisfaction and employee's commitment to: i) organization, and ii) supervisor, respectively. I examine these two separate variables in the models as a significant contribution to the existing literature by emphasizing the important role of support from the organization and supervisor as key mediating mechanisms, and how the distance/closeness between organization and supervisor can make a difference (supervisor organizational embodiment) in all. While revealing the impact of those mechanisms, I will not only focus on the relationship between performance appraisal satisfaction and organizational commitment, but I will also describe and empirically test on how performance appraisal perceptions also influence commitment to supervisor, as a separate target for employees. Despite the fact that supervisor heavily involves in the employee's performance appraisal processes, to the best of my knowledge, I found no research that investigated how appraisal processes and their outputs are linked with essential employee attitudes (perceived support, embodiment and commitment) towards the supervisor as an influential and unique entity separate from the organization.

As a key contribution of this study, I am investigating the outcomes of performance appraisal perceptions at both the organization and supervisor level, as both play a significant and possibly diverse role in this process. While the organization as the top management plays a role in the system, the supervisor having a direct impact on the employees and having frequent contacts with them deserves a special attention which is largely absent in the literature. The integration of the two dependent variables, namely, organizational commitment and supervisor commitment into the study will surely enhance our understanding of the possible mechanisms and how they influence the satisfaction of performance appraisal systems for the employee's immediate (local) and distant (global) attitudes, represented by supervisor-level and organization-level commitment respectively. I will not only test these two essential relationships but also empirically show in what exact support mechanism these relationships develop. To this end, I will include and test the mediation effects of organizational and supervisor support to the employee. Finally, I will also check to what extent supervisor support can predict an employee's organizational commitment based on supervisor's identification with the organization.

The following section explains the related models of my study with corresponding hypotheses.

1.2.1. The Mediating Role of Perceived Organizational Support

My first model (Figure 1) shows how satisfaction from performance appraisal increases perceived organizational support, and in turn, how this perceived support increases commitment to the organization.

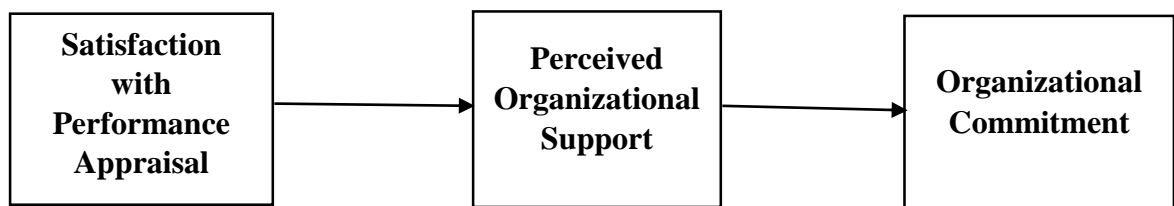


Figure 1: The Mediating Role of Perceived Organizational Support

As of the first part of this model, satisfaction with the appraisal system should relate to the perception of increased organizational support. Employees have been found to develop global feelings concerning the extent to which they are satisfied with appraisal systems. Fostered by the satisfaction they get from the performance appraisal process, employees will tend to exhibit positive perceptions more than usual, especially in terms of the value their organization give to them and what the organization provides to them such as the resources and capabilities. They will particularly develop a stronger perception of organizational support which will later determine their readiness to increased efforts made on behalf of the organization. As a result of the positive experience with the appraisal system and its components as planned and conducted by the organization, they tend to feel as if they are receiving a stronger attention and concern from the organization, which will contribute to the perception of getting higher levels of overall support. That's why, I argue that:

Hypothesis 1: Satisfaction from performance appraisal (SPA) increases perceived organizational support (POS).

The second hypothesis asserts that perceived organizational support mediates the relationship between satisfaction from performance appraisal and organizational commitment. The increased perception of organizational support is the mechanism that make satisfaction with appraisal system to increase organizational commitment. When an organizational lacks perceived organizational support, the relationship between satisfaction with appraisal system and organizational commitment will be weaker because employees' organizational commitment increases mainly because satisfaction with appraisal increases the perception of organizational support in employee's mind. As employees' feel higher level of support from favorable appraisal, they tend to reciprocate with higher commitment. As a result of the increased support from satisfactory appraisals, employees exhibit good gestures by foreseeing organizational goal attainment and participating in all kinds of exercises that will enrich in organizational growth. Employees' do this as a feeling of reciprocity to the organizational satisfactory appraisals and support. In summary, their satisfaction with the system will make employees more

committed to their respective organizational tasks, especially because their perception of support has increased. So I argue that:

***Hypothesis 2:** Perceived organizational support (POS) mediates the relationship between satisfaction received from performance appraisal (SPA) and commitment to organization (OC).*

1.2.2. The Mediating Role of Perceived Supervisor Support

My third hypothesis investigates whether satisfaction from performance appraisal (SPA) increases perceived supervisor support (PSS). Similar to perceptions concerned with their judgement by the organization, employees also develop opinions with respect to how much the supervisor values their contributions and care about their well-being. After receiving a satisfactory performance appraisal, employees usually show a consistent pattern regarding the degree the supervisor appreciates their efforts and would treat them favorably or unfavorably in various circumstances. To put it differently, when employees are satisfied with the appraisal system, their perception of overall supervisor support will increase as supervisor and subordinates have a close relationship and work together with respect to every step within the appraisal process. Therefore, satisfaction with appraisal system will make employees even feel more attached to supervisor. In contrast, dissatisfaction with the appraisal system and its results will make the employee feel as if the supervisor does not support and appreciate his or her efforts at all. Because of the huge disappointment with the appraisal performed, employee will be less likely to appreciate any attempt from the supervisor to support him or her. Thus, I propose that:

***Hypothesis 3:** Satisfaction from performance appraisal (SPA) increases perceived supervisor support (PSS).*

Next, I propose that perceived supervisor support (PSS) mediates the relationship between satisfaction from performance appraisal (SPA) and supervisor commitment (SC). Commitment has been recognized as an integral factor in understanding employee work behavior. There is now a widespread recognition that there are different foci of commitment, entities to which employees can feel committed to. Specifically, employees

can be committed to their supervisors in addition to their organization. Satisfaction from performance appraisal system will first increase perceived support from the supervisor (as suggested in Hypothesis 3). When perceived supervisor support increases, commitment to this entity will also enhance since employees will feel the obligation of being closer and more attached to their supervisor to reciprocate that support they are receiving. They will be more willing to act upon the request of their supervisor and in accordance to his or her demand by doing what needs to be done to attain the goals set by the supervisor.

To summarize, perceived supervisor support will act as the necessary mediating mechanism connecting performance appraisal to employee commitment devoted to the supervisor. Satisfaction from performance appraisal will have a significant impact on the commitment felt towards the supervisor if and only if it triggers a higher perception of supervisory support. Accordingly, I suggest that:

***Hypothesis 4:** Perceived supervisor support (PSS) mediates the relationship between satisfaction from performance appraisal (SPA) and supervisor commitment (SC).*

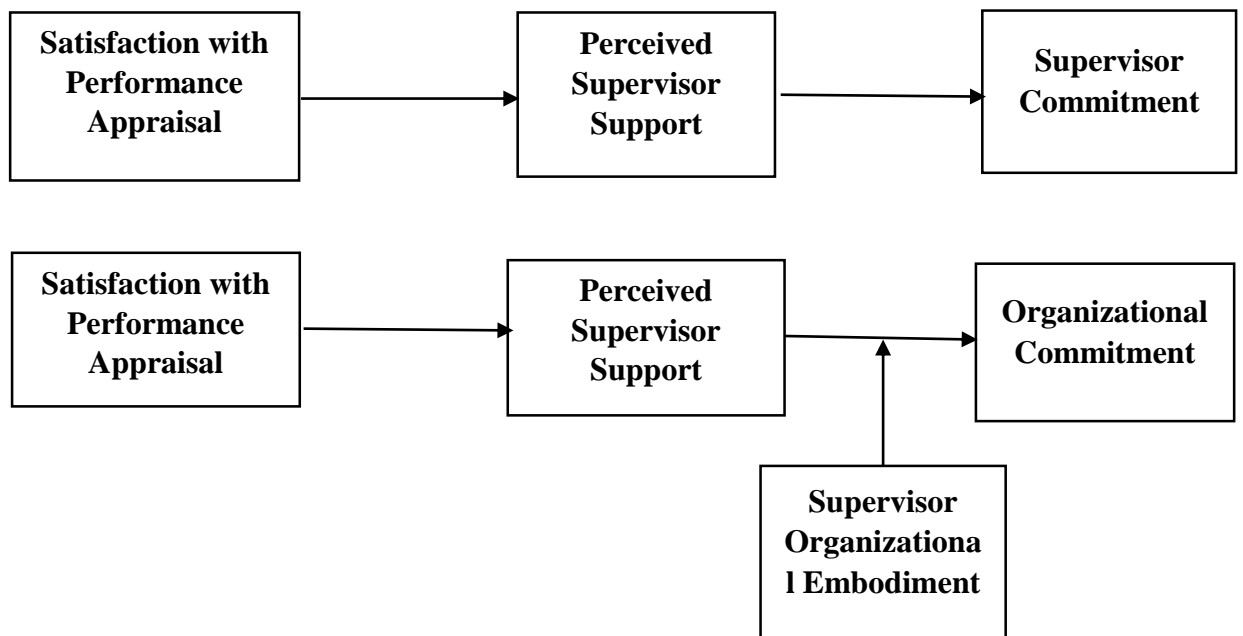


Figure 2: The Mediating Role of Perceived Supervisor Support

The last hypothesis of my study discusses how the interaction of perceived supervisor support (PSS) and supervisor organizational embodiment (SOE) mediates the relationship between satisfaction from performance appraisal (SPA) and organizational commitment (OC). Recall that my previous hypothesis (Hypothesis 4) investigates the role of supervisor support as a key mediation mechanism for the relationship between SPA and supervisor commitment. Hence in that hypothesis there is a match between the levels of analysis; it is always the supervisor level.

However, supervisor support as a key mediating factor in the investigated performance appraisal model may also affect employee's commitment at a higher and distinct level, namely, organizational commitment. Here employees reciprocate the support they receive from the supervisor by not only becoming more committed to him or her but also becoming more committed to the organization. Yet this will only happen when the employee sees the supervisor as the ultimate symbol and representative of the organization and the enabler of the organization's efforts toward supporting the employee. That is, employees acknowledge that their supervisor acts on behalf of the organization. Therefore, their judgement on the organization's role in performance appraisal and their level of commitment to the organization as a result of this can also be mediated by perceived supervisor support.

But for PSS to be a real mediating factor in this relationship, supervisor should have a strong identification with the organization. Without such a strong identification, the suggested mediation mechanism cannot work. Thus, besides supervisor commitment, perceived supervisor support can also predict organizational commitment as a mediator when this relationship is conditioned by supervisor's embodiment level with the organization. In other words, supervisor support (like organizational support) also mediates the relationship between SPA and OC and this happens only when supervisor is treated as an embedded part of the organization by the employee. Following these, I argue that:

***Hypothesis 5:** Perceived supervisor support (PSS) mediates the relationship between satisfaction from performance appraisal (SPA) and organizational commitment (OC), especially when supervisor organizational embodiment (SOE) is high.*

2. EMPIRICAL STUDY

2.1. Research Methodology

This chapter presents the empirical design of the study. In order to test the hypotheses developed, I collected and analyzed quantitative data through survey research method. The following sections provide the necessary information on the sampling procedure, measurement of the study variables and the adopted analysis strategy.

2.1.1. Sample and Procedure

The sample of the study comes from three different service industries: food service (restaurant & cafés), furniture retailing and online marketing. I conducted a paper and pencil survey where 150 questionnaires were distributed to employees in total. At the end of the process, 114 responses were received; 75 from food service, 20 from online marketing and 19 from furniture retailing.

Although previous research has examined performance appraisal (e.g. Richa and Anil, 2014) and commitment (e.g. Hur et al., 2010; Niu, 2010; Simo et al., 2014) in service settings separately, the link between these two concepts has received almost no attention with respect to service industries. Moreover, commitment has been studied primarily with its relation to organizational outcomes such as performance, service quality, profitability and turnover intention; ignoring other types (e.g. commitment to supervisor, coworker, and occupation) and mechanisms of commitment in service industries. Therefore, I believe that it is important to collect data on the commitment of service sector employees to understand these missing links.

There is also a need to examine different industries and how they are related to each other in terms of the study questions. This is because, one can miss something by only looking at a specific service sector; but looking at multiple sectors will bring an insight on to what extent they resemble or differentiate from each other. So I also believe that studying different service industries will make the results of my study more generalizable.

2.1.2. Measurement

2.1.2.1. Dependent Variables

Organizational Commitment (OC): Measurement of OC was first developed by Meyer and Allen (1984). They later observed that commitment has both cognitive and affective components that led them to develop the three dimensional model of commitment in an attempt to distinguish the three components of commitment namely: affective, normative and continuance.

Since satisfaction with performance appraisal system (as a part of overall employee satisfaction) has a strong affective tone, I decided that it should be more related with affective commitment than other commitment dimensions. Therefore, in my study I focus on affective commitment as the dependent variable. Organizational commitment was measured by six affective commitment items developed by Meyer, Allen and Smith (1993). The scale has been reported by diverse researchers to form a single factor and having high reliability.

Supervisor Commitment (SC). Among all commitment dimensions and foci identified, the validity and theoretical meaningfulness of affective commitment towards the supervisor has been well established in the literature (e.g., Becker and Billings, 1993; Vandenberghe, Bentein and Stinglhamber, 2004). In order to measure supervisor affective commitment, the above scale from Meyer et al. (1993) was adapted for supervisor as the items were basically reworded to stipulate this particular target of commitment. The validity and reliability of both scales in Turkish were conducted by Wasti and Can (2008).

2.1.2.2. Independent Variables

Satisfaction with Performance Appraisal (PAS): The measurement scale of performance appraisal satisfaction was adopted from Meyer and Smith (2000). The scale was cited in Kuvaas (2006) where it includes seven items of performance appraisal satisfaction.

Perceived Organizational Support (POS): Perceived organizational support of employees was measured by five highest loading items from the Survey of Perceived Organizational Support (SPOS) developed by Eisenberger et al. (1986). Studies on

organizational support theory provided evidence for high internal consistency of the scale which has been extensively used in the literature (e.g., Shore and Tetrick, 1991; Eisenberger et al., 2002; Colquitt et al. 2014).

Perceived Supervisor Support (PSS): To assess employees' perception regarding to what extent their supervisor value their input and are concerned about their well-being, the shorter version of SPOS was utilized. The five highest loading items of the scale were used (Eisenberger et al. 2002; Colquitt et al. 2014). The wording of items is the same except for the word *organization* is replaced with *supervisor*.

Items from the perceived organizational and supervisor support scales have also been adopted and utilized in Turkish, where high scale validity and internal consistency are typically identified (e.g. Tokgöz, 2011; Giray and Şahin, 2012; Önderoğlu, 2010). After a careful review of the translations in these studies, the exact wording of each item was finalized.

Supervisor Organizational Embodiment (SOE): The scale for supervisor organizational embodiment consists of eight items and was adopted from Eisenberger et al. (2010). The scale has been widely used by OB researchers in different contexts (e.g. Ashforth and Mael 1989; Tüzün and Çağlar 2009). Since there have been no previous adoption of the performance appraisal satisfaction and supervisor embodiment scales in Turkish, two experts in organization research who are fluent in both languages have established the Turkish versions of the scales by following a translation – back translation procedure.

Items in all scales used in this study were measured on a 5-point Likert response scale ranging from 1 (strongly disagree) to 5 (strongly agree). All scales and their respective items are provided in the Appendix.

2.1.2.3. Control Variables

There are also other factors that I included in the analyses as control variables. All designed as categorical binary variables (0=absence; 1=presence of the effect), these factors represent the particular category of industry, age, gender, education, job position, department and performance appraisal interval in the data. The reason for including these controls is to account for any change in employee commitment that can emerge from other

possible influences. I believe the inclusion of the above variables in the study rules out several alternative explanations and contributes to the accuracy of the empirical results.

2.1.3. Analysis Strategy

I conducted the necessary data analyses as follows: To determine the validity and reliability of the scales that are used, confirmatory factor analyses and reliability tests were carried out. After that, I ran the descriptive statistics and correlations of the variables to describe the data. Finally, I conducted a series of multiple regression analysis for testing the hypotheses of the study.

2.2. Study Findings

2.2.1. Confirmation of Scales

A series of factor analyses were conducted to provide the validity of each of the scales used in the study and to determine which items should be remained for further statistical analysis. For each scale, a maximum likelihood (ML) extraction model was estimated where all scale items were expected to load to a single factor. Especially with smaller datasets, ML will produce more generalizable and reproducible results, as it does not inflate the variance estimates (Costello and Osborne, 2005). Following the literature (Green and Salkind, 2011), the criteria used to determine the validity of the underlying scale were: (1) the a priori theoretical knowledge of the unidimensionality of the scale, (2) the actual eigenvalue computed in factor extraction (which is expected to be at least 2.0) and relevant scree plots, (3) the item factor loadings, and (4) the test of goodness-of-fit for the given scale.

For organizational commitment, the total eigenvalue (3.115) and the variance explained (44%) supports the unidimensional nature of the scale. One item with a factor loading of 0.12 was excluded from the scale, which is quite below the minimum accepted level of 0.40. After the exclusion, the new five-item OC scale indicates an improved explained variance (53%) and a significantly good fit ($\chi^2 (5) = 27,607, p < .01$), where all item loadings are above 0.60. The renewed scale also has higher internal consistency, with a Cronbach's alpha of 0.84.

The same affective commitment item (only the word *supervisor* being different), also showed a low factor loading and was discarded from the supervisor commitment scale. After the removal, explained variance of the SC scale has improved from 33% to 38%, where all items loaded to a single factor at acceptable levels. The single factor solution also has a much higher eigenvalue than other solutions and presents a good fit to the data ($\chi^2 (5) = 37,461, p < .01$). The reliability of the scale is also good; 0.75.

For performance appraisal satisfaction (PAS) scale, although the high eigenvalue (5.781) and large explained variance (60%) supports the unidimensional nature of the scale with all nine items, a single item which has very low correlation with other items and decreases the internal consistency of the scale was removed. Final version of the scale

with eight items not only improves the explained variance (65%) but also the fitness of the model to the data ($\chi^2(20) = 33,948, p < .05$). The range of loadings of the items to the scale is between 0.79 and 0.84, which is considerably high. Additionally, the scale has a very high internal consistency (Cronbach's alpha = 0.94).

All five items in the perceived organizational support (POS) scale indicate high loadings (from 0.58 to .82) to one single factor while this single factor solution explains 49% of the total variance with an eigenvalue of 2.934. The scale also indicates a significantly good fit to the data ($\chi^2(5) = 12,161, p < .05$). For perceived supervisor support (PSS), the eigenvalue of the one factor solution is 2.658 with an explained variance of 43% which is way higher than other alternative solutions, again supporting the unidimensional structure of the scale. All item loadings are at acceptable levels and the scale's goodness-of-fit is significant ($\chi^2(5) = 15,719, p < .01$). Both scales are reliable, having Cronbach's alpha values of 0.81 and 0.76, respectively.

Finally, supervisor embodiment (SOE) scale shows a very strong fit to the data ($\chi^2(20) = 80,815, p < .01$) where the single factor solution has by far the largest eigenvalue (5.010) and a high level of variance explanation (57%). The factor loadings of the eight items ranges from 0.70 to 0.87. Besides, the scale has a very high internal consistency; 0.91.

2.2.2. Descriptive Statistics and Correlations

Table 1 shows the descriptive statistics (namely, means and standard deviations) of all study variables. Key attributes of the study participants can be summarized as follows: The total size of respondents from food service (restaurants and cafés) as opposed to the other two service industries makes 65% of the whole sample. 52% of the participants are males while 48% are females, indicating a rather even distribution regarding gender. The percentage of participants who are under the age of thirty is 65%, which implies that the respondent employees are quite young. In terms of education, 80% of the participants hold undergraduate or higher degrees while the rest of the respondents completed either high school or secondary school. According to the employee responses, the three-fourth organizations in the sample carry out a formal performance appraisal at least in every 6-months while only one-fourth of the organizations adopt longer appraisal periods. 17% of

the respondents carry a supervisor responsibility in their jobs while those that don't have such a responsibility forms the majority (83%).

Regarding the dependent variable and the explanatory variables, the means are relatively similar as the mean values range from 3.45 to 3.91 (out of 5 points), indicating above average positive responses regarding performance appraisal satisfaction, perceived support and commitment. Within the variables of interest, the highest mean belongs to supervisor organizational embodiment (SOE) which can point out a strong perception of employees regarding how the supervisor as an actor resembles to and identifies with the organization.

Table 1 also presents the pairwise Pearson correlations between the variables. Three of the control variables significantly correlate with the dependent variables as well as the explanatory variables. Briefly, if the employee comes from the food service industry, his or her appraisal satisfaction, perceived support and commitment levels will be all lower than those working in the furniture retailing and online marketing services. Another interesting finding in the same direction is, those employees in sales and/or customer service departments (who has direct contact with the customers) have lower commitment levels and perceived support as opposed to employees working in other departments of the organization.

Besides industry and work specialization, if the performance of the employee is evaluated more often (in 6-months or shorter periods), both the satisfaction from the appraisal system and the ultimate commitment will be higher. This significant relationship supports the very idea that employees should be given timely feedback on their performance. Finally, employees having at least a university degree have significantly higher perceptions of organizational support.

All explanatory variables in the model have significant positive correlations with the two dependent variables; organizational and supervisor commitment, as well as between each other. These correlations can be regarded as the first indicator of the theoretically meaningful relationships among the variables identified in the conceptual model of the study.

2.2.3. Hypothesis Testing

Two multiple regression analyses were conducted to test the hypotheses relevant to the dependent variables in the conceptual model. While Table 2 reveals the regression results for the outcome of organizational commitment (testing Hypotheses 1, 2 and 5), Table 3 presents the results for supervisor commitment (testing Hypotheses 3 and 4). Subsequent models in each table represents the distinct steps through which variables are included in the analysis. Namely, Model-1 includes only the control variables. Model-2 adds the independent variable; satisfaction with performance appraisal. Model-3 checks the significance of the perceived support from either the organization or the supervisor as the proposed mediating variable. Finally, Model 4, 5, 6 and 7 in Table 2 sequentially include the controls (Model-4), the independent variable (Model-5), perceived supervisor support and supervisor organizational embodiment (Model-6), and finally their interaction term (Model-7) as the alternative mediation.

Let's assume there is a suggested cause (X) on an outcome (Y) where another variable (M) mediates the effect of X on Y . moderation effects on organizational commitment. Even though there are significantly high correlations between some of the key variables in the study, relevant diagnostics (VIF and tolerance values) in each of these estimations conclude that there is no threat of collinearity in the data.

Hypothesis testing of mediation effects is commonly done by a procedure described by Baron and Kenny (1986). The procedure for detecting mediational effects is straightforward and based on the very description of a mediator. Let's assume there is a predictor variable (X) on the outcome of (Y) where another variable (M) mediates the effect of X on Y . In such a case, variable M is treated as a mediator if: (1) X significantly predicts Y ; (2) X significantly predicts M ; and (3) M significantly predicts Y controlling for X (Preacher and Hayes, 2004). When the effect of X on Y totally disappear with the inclusion of variable M , a "perfect mediation" is assumed. If the effect of X significantly decreases, but not to zero, "partial mediation" is assumed.

The results of the regression analysis suggest that all of the above conditions are provided. A separate regression estimate reveals that after entering the control variables previously specified, satisfaction from performance appraisal significantly predicts perceived organizational support (POS) ($\beta = .586, p < .01$).

Table 4. Descriptive Statistics and Correlations

| | M | SD | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
|-----------------------|----------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|-----------|
| 1. Industry | 0.65 | 0.48 | - | | | | | | | | | | | | |
| 2. Gender | 0.48 | 0.50 | -.099 | - | | | | | | | | | | | |
| 3. Age | 0.65 | 0.48 | .114 | -.026 | - | | | | | | | | | | |
| 4. Education | 0.80 | 0.40 | -.095 | -.083 | .134 | - | | | | | | | | | |
| 5. Appraisal interval | 0.76 | 0.43 | -.366* | .084 | -.064 | -.074 | - | | | | | | | | |
| 6. Department | 0.27 | 0.50 | .416** | -.129 | -.067 | -.137 | -.141 | - | | | | | | | |
| 7. Job position | 0.17 | 0.37 | .082 | .228* | .033 | .166 | -.028 | -.008 | - | | | | | | |
| 8. OC | 3.65 | 0.96 | -.557** | .055 | -.033 | .135 | .227* | -.370** | .072 | (0.84) | | | | | |
| 9. SC | 3.45 | 0.85 | -.302** | .059 | -.062 | .064 | .203* | -.208* | .111 | .638** | (0.75) | | | | |
| 10. PAS | 3.79 | 0.91 | -.485** | .010 | -.030 | .118 | .277* | -.331** | .038 | .751** | .691** | (0.94) | | | |
| 11. POS | 3.82 | 0.86 | -.527** | -.128 | -.032 | .264** | .203* | -.388** | 0.10 | .806** | .627** | .725** | (0.81) | | |
| 12. PSS | 3.80 | 0.87 | -.476** | -.016 | -.090 | .157 | .213* | -.330** | 0.15 | .727** | .679** | .769** | .773** | (0.76) | |
| 13. SOE | 3.91 | 0.79 | -.306** | .038 | -.134 | .008 | .259** | -.208* | .007 | .618** | .636** | .698** | .562** | .596** | (0.91) |

Note. N = 112-114. Cronbach's alphas are given in parentheses on the diagonal. OC, organizational commitment; SC, supervisor commitment; PAS, performance appraisal satisfaction; POS, perceived organizational support; PSS, perceived supervisor support; SOE, supervisor organizational embodiment.

Industry was coded 1 = food service, 0 = else.

Gender was coded 1 = male, 0 = female.

Age was coded 1 = below the age of 30, 0 = 30 and above.

Education was coded 1 = undergraduate or higher degree, 0 = degree below undergraduate.

Performance appraisal period was coded 1 = 6 months or shorter, 0 = longer than 6 months.

Department was coded 1 = customer service and sales, 0 = else.

Job position was coded 1 =supervisor/managerial responsibility, 0 = none.

*p<.05; **p<.01

Thus, Hypothesis 1 is supported. Table 2 also shows that these two variables separately predict organizational commitment (see Model 2 and Model 3) in a significant way. Here it is important to notice that the β coefficient of performance appraisal satisfaction as the independent variable considerably decreases when POS is also included to the model (from .615 to .296). Even though appraisal satisfaction has still a significant positive influence on organizational commitment, this suggests that POS brings a partial mediation effect to the relationship ($\beta = .557, p < .01$). That's why, Hypothesis 2 is also supported.

Following the same logic as described above; first, one finds that satisfaction from performance appraisal significantly predicts perceived supervisor support (PSS) ($\beta = .695, p < .01$), other variables held constant. So Hypothesis 3 is supported. Second, according to Table 3, the significant β coefficients of performance appraisal satisfaction in predicting supervisor commitment are .706 ($p < .01$) in Model 2 and .426 ($p < .01$) in Model 3.

The difference between these two coefficients imply that PSS has a significance mediation effect. That is because when PSS enters the model, it significantly predicts supervisor commitment ($\beta = .403, p < .01$). Moreover, it makes the influence of performance appraisal satisfaction diminish even though it doesn't become zero or statistically insignificant. In total, this means that POS partially mediates the relationship. Not all the effect of performance appraisal satisfaction is through supervisor support but it captures an important part of it. Therefore, Hypothesis 4 is supported.

For the test of Hypothesis 5, Table 2 shows that there is again a significant moderation effect on organizational commitment. However, although perceived supervisor support and supervisor embodiment are separately significant, their mutual effect (the interaction term) is not (see Model 6 and 7). This shows that there is no moderation effect and thus, Hypothesis 5 is not supported. The two variables being independently significant without a moderation implies that supervisor embodiment may have a direct effect on commitment to supervisor. That is, without any need of observed identification with the organization, employees' might already see the supervisor as the representative of the organization. This suggests that in the eyes of the employee, the support received from the supervisor may be equivalent to the support received from the general organization, without any unique contribution.

Table 5. Multiple Regression Results for Organizational Commitment

| Variables | Model 1 | Model 2 | Model 3 | Model 4 | Model 5 | Model 6 | Model 7 |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Industry | -.487** (.19) | -.251** (.15) | -.134* (.13) | -.463** (.19) | -.229** (.16) | -.219** (.15) | -.220** (.15) |
| Gender | -.038 (.16) | .006 (.12) | .096 (.10) | -.058 (.16) | -.008 (.12) | -.009 (.11) | .004 (.12) |
| Age | .003 (.16) | .003 (.12) | .017 (.10) | .013 (.16) | .008 (.12) | .052 (.12) | .045 (.12) |
| Education level | .047 (.20) | .016 (.15) | -.065 (.13) | .058 (.19) | .022 (.15) | .017 (.14) | .028 (.14) |
| Appraisal period | .036 (.19) | -.042 (.15) | -.027 (.12) | .050 (.19) | -.027 (.15) | -.038 (.14) | -.046 (.14) |
| Department | -.160 (.17) | -.065 (.13) | .000 (.11) | -.191* (.17) | -.099 (.13) | -.079 (.12) | -.079 (.12) |
| Supervisor/managerial position | .112 (.21) | .063 (.16) | .053 (.14) | .105 (.21) | .058 (.16) | .062 (.15) | .062 (.15) |
| Performance appraisal satisfaction | | .615** (.07) | .296** (.08) | | .615** (.07) | .291** (.11) | .285** (.11) |
| Perceived organizational support (POS) | | | .557** (.09) | | | | |
| Perceived supervisor support (PSS) | | | | | | .265** (.10) | .260** (.10) |
| Supervisor embodiment (SOE) | | | | | | .192* (.10) | .190* (.10) |
| PSS x SOE | | | | | | | .059 (.07) |
| Constant | 4.24 (.32) | 1.59 (.39) | .31 (.38) | 4.21 (.31) | 1.59 (.39) | 2.81 (.48) | 2.86 (.48) |
| R ² | .351 | .624 | .739 | .357 | .631 | .680 | .683 |
| R ² adjusted | .308** | .595** | .717** | .313** | .602** | .648** | .648 |
| F statistics | 8.190 | 21.746 | 32.744 | 8.165 | 21.816 | 21.269 | 19.408 |
| N | 114 | 114 | 114 | 111 | 111 | 111 | 111 |

Note. Standard errors are displayed in parentheses.

*p< .05; **p< .01

Table 6. Multiple Regression Results for Commitment to Supervisor

| Variables | Model 1 | Model 2 | Model 3 |
|------------------------------------|----------------|----------------|----------------|
| Industry | -.216 (.19) | .045 (.16) | .094 (.15) |
| Gender | -.022 (.16) | .035 (.13) | .047 (.12) |
| Age | -.040 (.16) | -.042 (.13) | -.013 (.12) |
| Education | .022 (.20) | -.017 (.16) | -.040 (.15) |
| Appraisal period | .117 (.20) | .021 (.15) | .034 (.14) |
| Department | -.108 (.17) | .009 (.15) | .029 (.13) |
| Supervisor/managerial position | .131 (.22) | .077 (.14) | .077 (.16) |
| Performance appraisal satisfaction | | .706** (.08) | .426** (.10) |
| Perceived supervisor support | | | .403** (.10) |
| Constant | 3.59 (.33) | .91 (.40) | .30 (.41) |
| R ² | .129 | .486 | .549 |
| R ² Adjusted | .071* | .447** | .509** |
| F statistics | 2.216 | 12.313 | 13.914 |

Note: N = 113. Standard errors are displayed in parentheses.

*p < .05; **p < .01.

3. CONCLUSION

The current research investigated how employees' satisfaction with performance appraisal determines employees' organizational and supervisor commitment. A second purpose of my research was to see how support from supervisor and organization play a role in enhancing the satisfaction of the appraisal system. In addition, supervisor organizational embodiment comes as a moderating factor in eliciting the relationship between supervisor and the organization and how employees perceive that relationship.

3.1. Theoretical and Practical Implications

Findings from the statistical analysis demonstrate that perceived organizational support has a significant mediation effect on the identified link between satisfaction from performance appraisal and organizational commitment. It shows that organizational support has a significant role in the emergence of the effect of performance appraisal satisfaction on organizational commitment. Even though not the entire effect of performance appraisal actualizes through perceived organization support, its mediation accounts for an important part of it.

In practice, this suggests that management should put in more effort in supporting their employees by granting them all the necessary support needed to attain organizational goals. Managers also need to understand that their employees' are their plan and target executioners so there is no need of withholding any provision that can make the organization attain its goals. Employees' satisfaction with the appraisal system should be one of the priorities for organizations to consider within the appraisal process. That is because when employees are satisfied with the appraisal system, they tend to show behaviors that are in favor of the organization, which is all an organization wants from its employees. Through satisfaction with appraisal system and organizational support received, employees feel an obligation of reciprocation on the kind-heartedness they get from their organization to put in extra effort on performance and they will be more committed to the organization.

The second multiple regression analysis I conducted was for predicting supervisor commitment as a different but essential commitment outcome, which was testing whether employees link their perception of support from their supervisor to the satisfaction they

have regarding the performance appraisal system, and whether it has a mediating effect on supervisor commitment. As predicted in my conceptual model, this mediation effect turns out to be significant and real. One can conclude that supervisor related mechanisms, as perceived support from the supervisor in this study, may operate and shape the effect of performance appraisal and other human resource practices on supervisor-relevant employee outcomes. Findings of this study show that the logically relevant linkages at the supervisor (local) level are actually there and they carry a high potential to explain the processes and impact of human resource management systems in a given organization.

The results showed that there is no moderation effect from supervisor organizational embodiment. But when the variables of supervisor embodiment and support are individually examined, a direct effect of the supervisor is found. This shows that, for employees, there might be no need to see an actual identification between the supervisor and the organization as they already see their supervisor as the organization's representative. So the interaction with the supervisor itself might lead to increased organizational commitment without any embodiment necessary. Here, both the organization and the supervisor appear to receive proper commitment without the organization specifically endorsing the supervisor to the employees. The reason for this might be that in the superior- subordinate relationship, there is already a connection between the two of them. Since the supervisor spend considerable time with the employees, they tend to have an important relationship with him or her which will automatically lead to the feeling of commitment to the supervisor.

For managerial implications, all these findings suggest that the relationship between the organization and the supervisor is an important factor for managers to look at. When the relationship is positive and close, the supervisor will focus more on delivering to the organization by doing his or her best in foreseeing employees put in their best in organizational goal attainment. Besides this, management should focus more on the satisfaction of their employees, not criticizing on past performance but encouraging them and making them believe that they can do better if they put more effort on the task. An unsatisfied employee will not give too much for the organization and will not even feel like he or she is part of the organization as long as the management does not care

about their well-being. Overall they will not put effort in increasing organizational success.

3.2. Methodological Limitations

Additional empirical investigations may contribute to the literature on the mechanisms between performance appraisal systems and its important consequences for the employee. For instance, they can compose larger samples from different industries which will bring different insight and understanding of other sectors or group of employees. The findings of my study may not be generalizable to every organizational setting.

Besides sampling issues, there might also be improvements regarding how the survey method is utilized. I do not know how respondents thought or felt about the questions on the questionnaire or whether they understood the questions at all, since it was not a face-to-face procedure. In fact, respondents might misunderstand a question and answer them the way they perceive it. Since I had direct involvement and support in the data collection process, I might get more reliable and accurate responses.

Another limitation of the methodology of this research is that it is based on a cross-sectional design where data was collected only at one point in time. Instead, other researchers can try using a longitudinal design to measure employee relevant factors over an extended period of time which will increase our confidence in the empirical findings and the causal mechanisms investigates and bring more detailed information. Also, the present quantitative design, namely, conducting a survey, brings the risk of self-response bias where some employees might not express their real feelings or thoughts but just give “what is required”. To overcome this problem, other more direct measurements might be used, as in experiments and observations.

Finally, approaching the same relations and mechanisms with a qualitative approach, especially conducting in-depth interviews with employees, supervisors and all other actors involved in the performance appraisal system can contribute a lot to the understanding of how employees perceive this system and how it influences their commitment.

3.3. Theoretical Limitations

The model was specified with certain variables but there are also other organizational factors that future research can use to discuss regarding how the role of satisfaction with appraisal system can influence employee organizational commitment. For example, it can be very useful to ask whether communication and leader-member exchange play a role in these relationship and how. As Eisenberger et al., (2013) states the interdependence between perceived organizational support (POS) and leader-member exchange (LMX), future studies can integrate these factors to examine how organizational commitment will be determined out of their interplay.

Previous research has established that performance appraisal satisfaction is a stronger predictor of employee motivation, which will make them committed to their task and/or organization (Dorfman, et al., 1986). In this study, I bring a different angle to this connection by examining and showing how support from organization and supervisor can heighten the impact of employees' appraisal satisfaction on commitment. Yet, the feeling of obligation to reciprocate a favor from the organization and the supervisor may affect outcomes other than commitment which are equally important for the employee and the organization such as organizational citizenship behavior, stress, and intentions to leave.

3.4. Suggestions for Future Research

Researchers might focus on other important organizational variables relevant to the described conceptual model, for instance, communication. Communication between employees and subordinates or between employees and the organization as seen in (Kelly and Westerman, 2014; Emma et al, 2014) can be important factors in the model but for different theoretical and practical reasons, I could not include it. Future studies can bring this concept into the picture which will give room for answering other questions and improve the general understanding of the essential relationship under investigation.

Regarding the methodology and data collection, further research may use different industry to measure their performance appraisal satisfaction which will bring a broader insight on how it affects different industries. Finally, more detailed and complex causal relationships including several mediation and moderation effects can be analyzed by structural equation modelling as an advanced data analysis technique.

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APPENDIX

TÜRKÇE ANKET FORMU

Bölüm 1: Lütfen aşağıdaki ifadelerden her birine ne derecede katıldığınızı ilgili kutucuğu işaretleyerek belirtiniz.

(1=Kesinlikle Katılmıyorum; 2=Katılmıyorum; 3=Ne Katılıyorum, Ne Katılmıyorum; 4=Katılıyorum; 5=Kesinlikle Katılıyorum).

| Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum | | | | |
|--|--------------|--------------------------------|-------------|------------------------|---|---|---|---|
| 1. Kendimi bu kuruluşa duygusal olarak bağlı hissediyorum. | | | | 1 | 2 | 3 | 4 | 5 |
| 2. Kuruluşuma karşı güçlü bir aitlik hissim yok. | | | | 1 | 2 | 3 | 4 | 5 |
| 3. Bu kuruluşun benim için çok özel bir anlamı var. | | | | 1 | 2 | 3 | 4 | 5 |
| 4. Bu kuruluşun meselelerini kendi meselelerim gibi hissediyorum. | | | | 1 | 2 | 3 | 4 | 5 |
| 5. Bu kuruluştaki "bir ailenin parçasıymış" gibi hissetmiyorum. | | | | 1 | 2 | 3 | 4 | 5 |
| 6. İnsanlara kuruluşumdan bahsetmekten memnuniyet duyuyorum. | | | | 1 | 2 | 3 | 4 | 5 |
| 7. Çalıştığım kurumda kurum yararına olan katkılarım değer verilir. | | | | 1 | 2 | 3 | 4 | 5 |
| 8. Çalıştığım kurumda gösterdiğim ekstra çaba takdir edilir. | | | | 1 | 2 | 3 | 4 | 5 |
| 9. Çalıştığım kurumda şikâyetlerim dikkate alınmaz. | | | | 1 | 2 | 3 | 4 | 5 |
| 10. Çalıştığım kurum benim iyiliğimi gerçekten önemser. | | | | 1 | 2 | 3 | 4 | 5 |
| 11. İşimi olabilecek en iyi şekilde yapsam bile, çalıştığım kurumda bu fark edilmez. | | | | 1 | 2 | 3 | 4 | 5 |

Bölüm 2: Lütfen aşağıdaki ifadelerden her birine ne derecede katıldığınızı ilgili kutucuğu işaretleyerek belirtiniz.

(1=Kesinlikle Katılmıyorum; 2=Katılmıyorum; 3=Ne Katılıyorum, Ne Katılmıyorum; 4=Katılıyorum; 5=Kesinlikle Katılıyorum).

| Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum | | | | |
|--|--------------|--------------------------------|-------------|------------------------|---|---|---|---|
| 12. Kendime amirime karşı duygusal olarak bağlı hissediyorum. | | | | 1 | 2 | 3 | 4 | 5 |
| 13. Amirime karşı güçlü bir aidiyet hissim yok. | | | | 1 | 2 | 3 | 4 | 5 |
| 14. Amirimle çalışmanın benim için çok özel bir anlamı var. | | | | 1 | 2 | 3 | 4 | 5 |
| 15. Amirimin meselelerini kendi meselelerim gibi hissediyorum. | | | | 1 | 2 | 3 | 4 | 5 |
| 16. Amirimle aynı ailenin parçasıymış gibi hissetmiyorum. | | | | 1 | 2 | 3 | 4 | 5 |
| 17. Amirimle uzun yıllar birlikte çalışmak beni çok mutlu eder. | | | | 1 | 2 | 3 | 4 | 5 |
| 18. Amirim bu kurumun bir parçası olduğum için benimle gurur duyar. | | | | 1 | 2 | 3 | 4 | 5 |
| 19. Amirim benim iyiliğimi gerçekten önemser. | | | | 1 | 2 | 3 | 4 | 5 |
| 20. Amirim şikâyetlerimi dikkate almaz. | | | | 1 | 2 | 3 | 4 | 5 |
| 21. Amirim gösterdiğim ekstra çabayı takdir eder. | | | | 1 | 2 | 3 | 4 | 5 |
| 22. İşimi olabilecek en iyi şekilde yapsam bile, amirim bunu fark edilmez. | | | | 1 | 2 | 3 | 4 | 5 |
| 23. Amirimle birçok açıdan birbirimize benzeriz. | | | | 1 | 2 | 3 | 4 | 5 |

Bölüm 3: Lütfen aşağıdaki ifadelerden her birine ne derecede katıldığınızı ilgili kutucuğu işaretleyerek belirtiniz.

(1=Kesinlikle Katılmıyorum; 2=Katılmıyorum; 3=Ne Katılıyorum, Ne Katılmıyorum; 4=Katılıyorum; 5=Kesinlikle Katılıyorum).

| Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum | | | | |
|--|--------------|--------------------------------|-------------|------------------------|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 |
| 24. Amirim beni desteklediğinde, kuruluşum beni destekliyor diye düşünüyorum. | | | | 1 | 2 | 3 | 4 | 5 |
| 25. Amirim yaptığım işten memnun olunca, kuruluşum memnun olmuş gibi hissediyorum. | | | | 1 | 2 | 3 | 4 | 5 |
| 26. Amirim beni övmesi, kuruluşumun beni övmesiyle aynıdır. | | | | 1 | 2 | 3 | 4 | 5 |
| 27. Amirim çabalarımı önemseydiğinde, kuruluşumun çabalarımı önemseydiğine inanıyorum. | | | | 1 | 2 | 3 | 4 | 5 |
| 28. Amirim kuruluşumun özelliklerini taşıyor. | | | | 1 | 2 | 3 | 4 | 5 |
| 29. Amirim ve kuruluşumun pek çok ortak yönü var. | | | | 1 | 2 | 3 | 4 | 5 |
| 30. Amirim beni değerlendirdiğinde kuruluşum beni değerlendiriyor gibi hissediyorum. | | | | 1 | 2 | 3 | 4 | 5 |
| 31. Amirim kuruluşumun temsilcisidir. | | | | 1 | 2 | 3 | 4 | 5 |

Bölüm 4: Lütfen aşağıdaki ifadelerden her birine ne derecede katıldığınızı ilgili kutucuğu işaretleyerek belirtiniz.

(1=Kesinlikle Katılmıyorum; 2=Katılmıyorum; 3=Ne Katılıyorum, Ne Katılmıyorum; 4=Katılıyorum; 5=Kesinlikle Katılıyorum).

| Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum | | | | |
|---|--------------|--------------------------------|-------------|------------------------|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 |
| 32. Kuruluşumun bana geribildirimde bulunma şeklinden memnunum. | | | | 1 | 2 | 3 | 4 | 5 |
| 33. İşimi nasıl yaptığıma dair kuruluşumdan aldığım geribildirim son derece amacına uygundur. | | | | 1 | 2 | 3 | 4 | 5 |
| 34. Kuruluşum iyi performansı takdir etme konusunda başarılıdır. | | | | 1 | 2 | 3 | 4 | 5 |

| Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum | | | | |
|---|--------------|--------------------------------|-------------|------------------------|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 |
| 35. Kuruluşumdan aldığım geribildirim yaptıklarımla uyumludur. | | | | 1 | 2 | 3 | 4 | 5 |
| 36. Kuruluşum performans değerlendirmesini mümkün olan en iyi şekilde yapmaya çalışır. | | | | 1 | 2 | 3 | 4 | 5 |
| 37. Kuruluşum yüksek performansı takdir etmeye düşük performansı eleştirmekten daha fazla önem verir. | | | | 1 | 2 | 3 | 4 | 5 |
| 38. Performans değerlendirmesi benim için olduğu kadar kuruluşum için de önemlidir. | | | | 1 | 2 | 3 | 4 | 5 |
| 39. Kuruluşumda çalışan performansının doğru değerlendirildiğini düşünüyorum. | | | | 1 | 2 | 3 | 4 | 5 |
| 40. Kuruluşumda çalışan performansının tarafsız değerlendirildiğini düşünüyorum. | | | | 1 | 2 | 3 | 4 | 5 |

Bölüm 5: Genel Bilgiler

1. Cinsiyetiniz:

- Kadın
 Erkek

2. Yaşınız:

- 18 – 24
 25 – 29
 30 – 34
 35 – 39
 40 – 44
 45 – 49
 50 ve üzeri

3. Medeni durumunuz:

- Bekâr
 Evli
 Diğer (lütfen belirtiniz):

4. Lütfen eğitim düzeyinizi belirtiniz:

- İlköğretim
 Ortaokul
 Lise
 Üniversite
 Yüksek lisans
 Doktora

5. Ne kadar zamandır bu kuruluştaki çalışıyorsunuz?

- 2 yıldan az
 2 – 5 yıl arası
 6 – 10 yıl arası
 10 yıldan fazla

6. Bu kuruluştaki mevcut göreviniz nedir?

- İşçi/ teknisyen
 İdari/ ofis çalışanı
 Amir/ yönetici
 Diğer (lütfen belirtiniz):

7. Bulunduđunuz kuruluřta hangi birimde/ departmanda alıřmaktasınız?

- Satıř/ pazarlama
- Mřteri hizmetleri
- Muhasebe/ finans
- Ynetim/ idari
- İnsan kaynakları
- Bilgi iřlem
- Diđer (ltfen belirtiniz):

8. Bulunduđunuz kuruluřta kiřisel performansınız ne sıklıkta deđerlendirilmektedir?

- 1 – 3 ayda bir
- 4 – 6 ayda bir
- 6 – 12 ayda bir
- Daha uzun aralıklarla

*Anketimiz Sona Ermiřtir.
ok Teřekkr Ederiz.*