



The Influence of Perceived Fairness of Performance Appraisal on the Organizational Commitment of Employees in Company X

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Abstract

In today's competitive business world, organizations are concerned with evaluating the performance of employees. A fair appraisal process has significant influences on organizational commitment. The relationship between perceived fairness of performance appraisals and employee commitment in Company X is explored in terms of three dimensions: distributive fairness, procedural justice, and interactional justice based on equity theory. Descriptive, correlation analysis and regression analysis were used based on 340 valid responses collected in a quantitative survey. These three factors have been found to influence organizational commitment, where procedural justice has the highest influence. Recommendations were proposed to enhance appraisal clarity, equate job workload, and establish transparency using manuals and seminars.

Keywords: Perceived Fairness of Performance Appraisal, Organizational Commitment, Equity Theory

Introduction

Perceived fairness of performance appraisals is crucial for organizational performance. If the process is perceived as fair by employees, they will be more likely to trust the organization, feel valued, and remain committed. This leads to higher motivation and effort. However, if employees perceive the appraisal process as unfair, it can lead to dissatisfaction, lower enthusiasm, and risk of turnover (Taneja et al., 2024). An equitable and truthful performance appraisal system solidifies workers' sense of belonging and company allegiance, making them more satisfied and trusting. In contrast, feelings of injustice have the effect of destroying relations and lowering confidence in the firm (Krishnan, Ahmad, & Haron, 2018). To Company X, China's premium liquor sector market leader, fairness in the process of performance appraisal is indispensable to maintaining the confidence and allegiance of employees. This assists in motivation, teamwork, and overall performance, which is essential in today's competitive business environment (Liao & Han, 2022). While general studies have explored performance appraisals and organizational



commitment, there is a research gap in understanding how perceived fairness specifically influences organizational commitment in Company X's context, particularly within the competitive and rapidly changing high-end liquor sector. As the world of work continues to become more dynamic and competitive, fairness in performance appraisals cannot be overemphasized in ensuring long-term success of the organization.

Objectives

Since the 21st century, companies have increasingly recognized the significance of performance appraisals and the crucial role that fairness plays in employee organizational commitment. Therefore, the research objectives of this article are as follows:

1. To explore the level of perceived fairness of performance appraisal including distributive justice, procedural justice, and interactional justice of employees in Company X.
2. To explore the level of organizational commitment of employees in Company X.
3. To investigate the relationship between the perceived fairness of performance appraisal and the organizational commitment of employees in Company X.

Accordingly, this article will try to offer meaningful perspectives into fairness within performance appraisals on shaping employee commitment that will contribute towards an effective base of knowledge about appraisal systems in organizational settings.

Concept Theory Framework

Concept of Perceived Fairness of Performance Appraisal

Perceived fairness of performance appraisal is the individual judgment of employees on fairness and objectivity of assessment procedures and outcomes, which has a significant contribution to job satisfaction, motivation, and commitment (Ushakov, 2021). Perceived fairness can result in enhanced trust in the firm, more value, and sustained participation among employees, whereas perceived unfairness can result in dissatisfaction and turnover (Kim & Rubianty, 2011; Jha & Ray, 2022). There are three dimensions of perceived fairness: distributive, procedural, and interactional justice (Greenberg, 1986; Petasis, 2020). Distributive justice concerns whether appraisal outcomes really capture employees' effort and contribution, and this supports commitment (McCain et al., 2010). Procedural justice concerns open and consistent evaluation processes, and this establishes trust even if the outcome is negative (Wang, 2020; Rowland & Hall, 2012). Interactional justice is about respectful communication and care in the case of assessments, promoting positive responses and long-term engagement (Van Berkel, 2021; Tarigan et al., 2023). Research indicates that when employees perceive fairness in all aspects, they report higher



motivation, performance, and organizational commitment (Iqbal et al., 2015; Wang & Li, 2022). Hence, organizations can improve workplace outcomes through a fair performance review, increased employee satisfaction, and more organizational trust.

Concept of Organizational Commitment

Organizational commitment serves as an important indicator of employees' dedication to stay with their company while showing future work commitment for long-term success in various fields. According to Allen and Meyer (1991) there are three developmental components of commitment. The emotional bond developed by employees to their organization under affective commitment results in higher job satisfaction and increased retention rates (Alrowwad et al., 2020; Shafazawana et al., 2016). Commitment to continuing results due to financial necessity or threat of benefits loss and as such holds onto the employees whether they have a significant positive attachment (Allen & Meyer, 1991). Commitment norm is based on ethical commitment where employees believe they have an obligation towards the organization for it to excel as it has invested in their careers (Soeling et al., 2021). High commitment is most important for roles like correctional officers because it enhances professionalism and reduces burnout (Lambert et al., 2020). High commitment also reduces turnover, which reduces recruitment costs and increases business viability (Chayomchai et al., 2023). It increases organizational culture, which improves cooperation and competitiveness. Thus, fostering commitment through decent work environment, fair benefits, and ethical values enhances employee retention and organizational success.

Equity Theory

Equity theory, developed by Adams (1965), explains how employees decide what is fair in performance appraisals by comparing their input-output ratios with others. Employees compare whether their effort, ability, and commitment (inputs) are proportionally rewarded with pay, praise, and promotion (outputs). Perceived fairness enhances motivation, commitment, and job satisfaction, but perceived inequity can lead to dissatisfaction, reduced effort, or turnover (Jang et al., 2021). Fair appraisals encourage participation and retention, but unfair appraisals can create withdrawal. Organisations can enhance fairness by being transparent, consistent, and involving workers in ratings (UshaKov, 2021). Equity perceptions influence distributive justice (fair outcomes) and procedural justice (fair procedures) and impact on workers' attitudes and actions. Social comparison is essential—dissatisfied workers who feel they are not treated fairly may attempt to compensate by performing at a lower level or leaving the organization (Krishnan et al., 2018). Successful appraisal activities must be with clear criteria, regular feedback, and open communication to address perceived inequalities (Mhlolo, 2014). When employees feel they receive equal treatment, they are more committed and



contribute to organizational success (Na-Nan et al., 2020). Therefore, it is critical to implement equity theory for performance appraisals to support fairness, motivation, and employees' long-term retention.

Related Studies and Hypothesis Development

Previous studies highlight the strong impact of perceived fairness in performance appraisals on organizational commitment. Colquitt et al. (2001) have identified distributive and procedural justice as significant components of organizational justice. Fair appraisals enhance the satisfaction and commitment of employees (Rowland & Hall, 2012; Salleh et al., 2013). Rubel and Kee (2015) determined that appraisal fairness reduces turnover intention through commitment. Muhammad (2022) stated that unfavorable appraisals weaken commitment and retention. Rana and Singh (2022) also confirmed a positive association between fairness perceptions and commitment in Indian banking. The present study examines procedural, distributive, and interactional justice in performance appraisals using equity and social exchange theories.

Distributive justice, the most critical component of fairness in performance appraisal, significantly impacts organizational commitment. Chang (2002) stated that distributive justice had an influence on Korean employees' commitment during layoffs. Jiang et al. (2015) again supported the same conclusion in China and South Korea. Equitable distribution of resources like promotion and pay enhances commitment (Krishnan et al., 2018). Aguiar-Quintana et al. (2020) and Ilyana et al. (2023) also echoed its positive impact. Therefore, enhanced distributive justice enhances commitment for enhanced long-term organizational sustainability.

H1: There is a relationship between distributive justice and organizational commitment.

Procedural justice is crucial to organizational commitment. Cohen-Charash and Spector (2001) emphasized its relationship with trust and commitment. López-Cabarcos et al. (2015) found that procedural justice significantly influenced commitment. Krishnan et al. (2018) noted that fair evaluation procedures enhance employee motivation and commitment. Jang et al. (2021) emphasized its significance in strengthening public service value. Ha and Lee (2022) demonstrated its positive impact on trust, participation, and performance. Organizations that place high emphasis on fair evaluation processes develop higher morale, loyalty, and productivity.

H2: There is a meaningful relationship between procedural justice and organizational commitment.

Interactional justice fosters high employee commitment through fair interpersonal treatment. Ilyana et al. (2023) found that it positively impacted commitment in Serambi Indonesia. Krishnan et al. (2018) emphasized the importance of meaningful interaction in

enhancing fairness perceptions. Handayani et al. (2022) confirmed its impact on PT. Bakrie Sumatera Plantations Tbk. Workers who are treated with respect and dignity demonstrate greater commitment and effort, leading to organizational stability and performance.

H3: There is a relationship between interactional justice and organizational commitment.

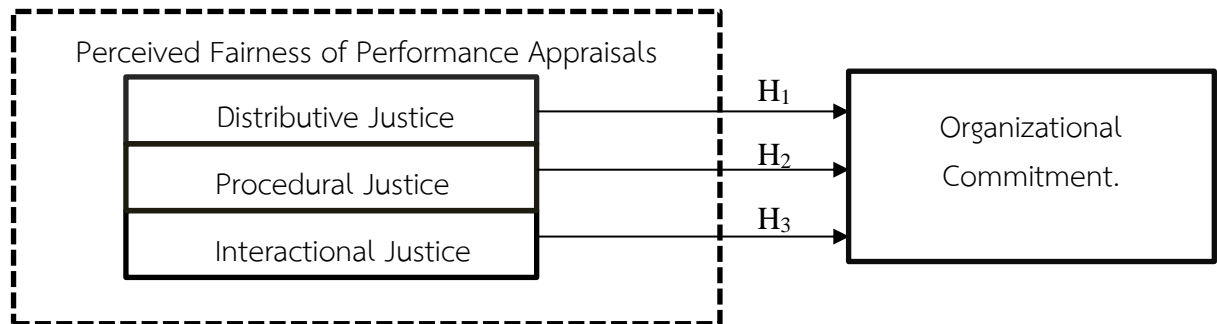


Figure 1: Conceptual framework

Under this theoretical background, the connection between perceived fairness of performance appraisals and organizational commitment is explained with the help of Equity Theory. Equity Theory states that employees' perceptions of fairness arise out of comparing their inputs and outcomes relative to others. Thus, in the current research, the association between perceived fairness of performance appraisals and organizational commitment of employees of Company X was examined. Various facets of perceived fairness like distributive justice, procedural justice, and interactional justice all influence organizational commitment.

Materials and Methods

This research utilizes quantitative approaches to promote objectivity and reduce bias. The structured survey design and convenience sampling allow for effective data collection while ensuring respondent anonymity. While some bias cannot be eliminated, this method promotes reliability and allows for pattern identification. The structured design enables easy comparisons, enhancing result interpretation. Quantitative approaches and well-designed questionnaires collectively enhance the study's accuracy and reliability (Corbeanu & Iliescu, 2023).

Population, Sample size, Sampling

Company X had around 2,000 employees in 2024 (China Economic Net, 2024). The sample size was calculated using Yamane's (1973) formula as 334 and 350 were interviewed to account for non-response. Convenience sampling (Etikan et al., 2016) was employed due to its practicality and efficiency in organizational research. Given the time



and resource constraints typical in such studies, this method enabled quick data collection from employees at Company X. The goal was to obtain diverse data reflecting the opinions of employees, which helps create a clear understanding of their perspectives on work performance and fairness in the appraisal process. The results aim to improve the evaluation system and increase employee commitment to working at Company X in the future. The study will assess the perception of employees towards work performance and fairness in assessment to guide improvement in the assessment system and enhancing employee commitment in Company X.

Research Instrument and Questionnaire Development

The research used a pre-existing questionnaire that it adapted to form its own instrument, based on the work of Prather (2010), Njuguna & Jang et al. (2021), Kisilu (2023), Krishnan et al. (2018), and Jang et al. (2021). The survey is categorized into three parts: the first part has five respondent demographic questions; the second part assesses perceived fairness of performance appraisal with 15 questions assessing distributive justice, procedural justice, and interactional justice; the third part assesses organizational commitment with seven questions.

Data Analysis

The questionnaire tool of the current study employed a Likert scale to assess the opinions, beliefs, or attitudes of the respondents. Every item will offer six choices: "Strongly disagree," "Disagree," "Slightly disagree," "Slightly agree," "Agree," and "Strongly agree," with their respective scores ranging from 1 to 6 (SurveyMonkey, 2024). The class interval is calculated as 0.83 using the formula $(6 - 1)/6 = 0.83$.

Quantitative data were processed through SPSS 26.0 and employing Pearson's r and Spearman's ρ to assess relationships between variables, ranging from -1 to +1. A value close to +1 indicates a strong positive correlation (Pandey, 2020). Multiple regression analysis assessed the impact of independent variables on the dependent variable, determining significant predictors and their effect (Shrestha, 2020). The process of analysis provided insights into variable interactions and research pathway management.

Validity and Reliability

The present study employed a quantitative approach through a structured questionnaire. Literature review and expert scores assured internal validity, and content validity was assured. Confirmatory factor analysis upheld construct validity by factor loadings above 0.5 and AVE ranged between 0.984 to 0.996 (Prather, 2010; Krishnan et al., 2018; Jang et al., 2021; Njuguna & Kisilu, 2023). External validity considered generalizability. Reliability analysis showed a Cronbach's alpha of more than 0.75 with a total of 0.942, proving to have outstanding internal consistency (Sürücü & Maslakci, 2020). The findings prove the validity and reliability of the questionnaire.



Results

A total of 350 questionnaires were distributed, and 340 valid responses were collected, yielding a response rate of 97.14%. Most respondents were aged 30–40 years, held bachelor's degrees, had over two years of tenure, and worked in the Sales department. This study aimed to examine the levels of perceived fairness in performance appraisal—covering distributive, procedural, and interactional justice—and organizational commitment among employees in Company X. The results showed that the average scores for distributive justice ($M = 4.29$), procedural justice ($M = 4.21$), and interactional justice ($M = 4.23$) indicated a slightly agreed attitude, while the organizational commitment score ($M = 4.28$) also reflected a slightly agreed perception.

Furthermore, to analyze the relationships between variables, correlation analysis and multiple regression analysis will be conducted to assess the hypotheses and determine the impact of perceived fairness in performance appraisals on organizational commitment.

Table 1: Correlation analysis test

Attributes	X1	X2	X3	Y
X1: Distributive Justice	1			
X2: Procedural Justice	0.781**	1		
X3: Interactional Justice	0.687**	0.776**	1	
Y: Organizational Commitment	0.828**	0.911**	0.812**	1
**. Correlation is significant at the 0.01 level (2-tailed).				

The correlation analysis in Table 1 showed a significant positive relationship between all variables at the 0.01 level. Distributive justice (X1) and organizational commitment (Y) had a strong correlation of 0.828, procedural justice (X2) and organizational commitment (Y) had an extremely high correlation of 0.911, and interactional justice (X3) and organizational commitment (Y) had a correlation of 0.812. Additionally, X1, X2, and X3 showed strong positive relationships with each other. However, the high correlations between these variables may indicate potential multicollinearity, which will be addressed in the next analysis to ensure the accuracy of results.



Table 2: Multiple regression analysis

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.	Tolerance	VIF
	B	Beta				
(Constant)	-1.187		-9.262	0.000		
X2: Procedural Justice	0.632	0.549	8.265	0.000	0.282	3.549
X1: Distributive Justice	0.365	0.254	15.529	0.000	0.373	2.680
X3: Interactional Justice	0.294	0.212	6.966	0.000	0.382	2.621
R ² =0.939, Adjust R ² =0.882, F= 835.371, Sig.=0.000***						

The multiple regression analysis in Table 1 shows that the model explains 93.9% of the variance in the dependent variable ($R^2 = 0.939$, Adjusted $R^2 = 0.882$). The model remains significant after removing unimportant variables ($F = 835.371$, $p < 0.001$). Tolerance values ($X1 = 0.373$, $X2 = 0.282$, $X3 = 0.382$) and VIF values ($X1 = 2.680$, $X2 = 3.549$, $X3 = 2.621$) indicate no multicollinearity issues. Standardized coefficients show that Procedural Justice (X2) has the strongest effect on Organizational Commitment (Y) ($\beta = 0.549$, $p < 0.001$), followed by Distributive Justice (X1) ($\beta = 0.254$) and Interactional Justice (X3) ($\beta = 0.212$).

Based on the results, all hypotheses assessed, it can be concluded that all three aspects of justice, namely distributive justice, procedural justice, and interactional justice, all had a statistically significant relationship with organizational commitment. This shows that organizations should focus on maintaining fairness in all aspects to increase employee engagement and commitment levels.

Conclusions and Discussion

The findings indicate that all employees perceive fairness in performance appraisal on each of the three aspects: distributive, procedural, and interactional justice. In distributive justice, the compensation, workload, and reward are rated positively, but fairness in job responsibility distribution still must be enhanced, as inequalities in this dimension can erode motivation and job satisfaction (McCain et al., 2010). Procedural justice-wise, employees appreciate openness and consistency in appraisal processes; however, appraisals should be made clear in guidelines so that confidence and trust in the system are not lost (Rowland & Hall, 2012). Similarly, interactional justice is similarly appreciated but also needs to be further improved with better communication being



respectful to improve worker relationships and a more supportive workplace (Tarigan et al., 2023).

Moreover, employees demonstrate a high degree of organizational commitment, which is driven primarily by emotional commitment and job security. This finding is in line with Alrowwad et al. (2020), who also note the relationship between job satisfaction and employee commitment. However, despite this favorable commitment, limited career development chances can discourage long-term motivation and participation (Zafar et al., 2021). To correct this, organizations can use career development programs to enhance job satisfaction and employee retention (Chayomchai et al., 2023).

In total, the studies confirm a positive correlation between perceived fairness of performance appraisals and organizational commitment, where procedural justice has the largest impact, followed by distributive and interactional justice (Hughes et al., 2019). Fair evaluations not only boost motivation and confidence (Ha & Lee, 2022) but also make workers feel valued, which leads to higher levels of commitment (Krishnan et al., 2018). Moreover, treating others with respect enhances engagement and supports a better workplace culture (Ilyana et al., 2023). Therefore, prioritizing fairness in performance appraisals, improving communication, and providing opportunities for career growth are essential steps in improving employee morale, retention, and long-term organizational success in Company X.

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