

The Impact on Performance Appraisal Justice on Employee Assurance in Organizational Work Environment in Ghana: The Mediating Protagonist of Job Satisfaction

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Abstract

This study investigates the causal effect of performance appraisal justice on job satisfaction and employee commitment in public and private sector health institutions in Ghana. The study collects both quantitative and qualitative data for the study using questionnaires and interview guide from supervisors (appraisers) and subordinates (appraisees) in public and private sector healthcare organisations in Ghana. 347 employees are sampled from three public and three private healthcare institutions. However, only 302 are usable for analysis, representing a response rate 87.03%. Out of this, 165 are from public and 136 from private sector health workers. Five respondents were also interviewed. Hierarchical linear regression and bootstrapping method of mediation analyses are to analyse the quantitative data while the qualitative data is analysed using thematic analysis. The study finds that: First, performance appraisal justice generally and specifically, procedural performance appraisal justice and interpersonal performance appraisal justice have a significant positive influence on employee job satisfaction. Second, procedural performance appraisal justice predicted job satisfaction differently among workers in Ghana's public and private health sector workers in terms of pay satisfaction, and social and growth satisfaction. Similarly, interpersonal performance appraisal justice predicts job satisfaction differently by increasing social and growth satisfaction in the public sector while its contributions in the private sector to employees' social and growth satisfaction is insignificant. However, distributive performance appraisal justice did not differently and significantly predict employee job satisfaction between the public sector and private sector in Ghana. Generally, however, since the general results suggested that procedural justice influences job satisfaction in the public sector more compared to the private sector. Third, increases in distributive performance appraisal justice will surprisingly lead to a reduction in employee affective commitment but will be associated with improvement in normative commitment. On the other hand, distributive performance appraisal justice did not have any significant influence on the normative commitment of employees. Similarly, interpersonal performance appraisal justice did not have a significant effect on employee commitment but likewise, procedural performance appraisal justice did not have significant effects on affective and continuance commitments but significantly predicted normative commitment. In general therefore, performance appraisal justice has a mixed influence on employee commitment. Fourth, distributive performance appraisal justice has predicted employee commitment in Ghana's private healthcare sector but its influence on the commitment level of public healthcare workers is insignificant. Similarly, the effect of procedural performance appraisal justice on employee commitment is slightly different between the two sectors. However, the effect of interpersonal performance appraisal justice on employee commitment does not differ significantly between public health and private health sector workers as interpersonal performance appraisal justice did not predict employee commitment in both sectors. Fifth, employee job satisfaction generally has a significant positive effect on employee commitment. Sixth, job satisfaction, specifically, satisfaction with pay, social and growth and supervision mediated the relationship between performance appraisal justice and employee commitment. Finally, employees are more committed to their organisation and have higher job satisfaction experience in the public health sector compared to those operating in the private sector. Similarly, perceived fairness or justice in the practice of performance appraisals is higher in the public healthcare institutions compared to their counterparts in the private sector. The study concludes that when a performance appraisal demonstrates acceptable levels of fairness and equity in all of its aspects, it can trigger positive employee outcomes such as job satisfaction and commitment.

Keywords: Comparative Analysis, Performance Appraisal Justice, Employee Commitment, Employee Job Satisfaction

1.0 INTRODUCTION

Effective performance appraisal regime has become a critical success factor for all institutions operating in the public as well as the private sectors (Obisi, 2011; Jackson & Schuler 2003). This is based on the several uses of performance appraisal that have been noted in the literature (Moats, 1999; Fletcher & Williams, 1996; Judge, Bono, ISSN: 2676-2749 (Online) | Impact Factor (IF): 7.807 | Journal DOI: 10.15373/22501991

Thoresen & Patton, 2001; Levy & Williams, 2004; Whitman, Van Rooy & Viswesvaran, 2010). For example, in their research paper “*evaluating organisational uses of performance appraisal system - a conceptual analysis and framework for the future*”, Brefo-Manuh, Anlesinya, Odoi and Owusu (2016) argued that “employee performance appraisal results are used by organisations as an instrument to enhance employee motivation, improve corporate communication, facilitate employee training and development and boost overall corporate success or effectiveness” (p.8). The above proven benefits of effective performance appraisal system suggests that this human resource management tool will be relevant to the efficiency and effectiveness of health sector institutions in Ghana, as the health authorities are taking steps to deliver quality healthcare to the Ghanaian people. Indeed, performance appraisal is regarded by scholars (Ojokuku, 2013; Choudhar & Puranik, 2014) as a strategic or critical resource that can be employed to enhance job satisfaction and commitment among healthcare workers for improved performance and overall success of healthcare institutions. For example, Puranik and Choudhar (2014) maintained that performance appraisal practices improves the job satisfaction and motivation of workers in healthcare institutions, which in turn lead to improvement in the quality of healthcare services they provide to their patients. Thus, when performance appraisal exercises are conducted well, it can help healthcare institutions or hospitals to improve their quality of care and enhance their competitiveness through positive employee outcomes such as commitment and job satisfaction.

The concept of performance appraisal has been variously defined by several scholars or researchers (see Adejoke, 2013; Aguinis, 2007; Agyenim-Boateng, 2006; Dessler, 2000; Lawaj, 2014; Grubb, 2007; Jackson & Schuler 2003). Employee performance appraisal is “defined as evaluating employees how well they do their jobs according to performance standards” (Dessler, 2000, p.321). It is a methodological approach to the evaluation and assessment of the performance (Singh & Rana, 2015) of individuals and teams. It is an activity or “activities through which organizations seek to assess employees and develop their competence, enhance performance and distribute rewards” (Fletcher, 2001, p. 473). The focus of any performance appraisal exercise is to identify weaknesses and strengths of workers in organizations (Aguinis, 2007). Consequently, Obisi (2011) posit that organizations should face the realities that performance appraisal is incomplete; unless the appraisee is told what his or her strengths and weaknesses are. It is important to note that the concept of performance appraisal has been the focus of research for several years. In the views of Landy and Farr (1980), performance appraisal is one of the human resource management tools that have received interest for more than seven decades. Landy and Farr (1980) have published one of the widest reviews of performance appraisal research, during three decades (1950 to 1980). They proposed a graphic presentation consisting of five components of performance appraisal research areas (Dhiman & Singh, 2007). The review of Landy and Farr (1980) was based on five categories: 1) roles, such as appraiser’s characteristics, appraisees’ characteristics and type of appraisal etc., 2) context, such as the goal of rating and type of organization, 3) vehicle, such as rating scales and rating formats, 4) rating process, such as the effect of managerial constraints on appraisal, the effects of job characteristics on ratings, the effects of appraiser training on ratings and 5) results, such as those that deal with raw and transformed performance information.

Recently however, scholars such as Fletcher (2001), Lefkowitz (2000), Levy and Williams (2004), have observed that both performance appraisal studies and practices have moved away from a narrow focus on the validity and reliability of performance appraiser rating tools and evaluation issues to developmental performance appraisal. Developmental performance appraisal is described by Boswell and Boudreau (2002) as any effort that is concerned with creating positive work attitudes, experiences, and skills and knowledge needed to improve the efficiency and effectiveness of workers. From the preceding discussions, the relevance of performance appraisal to positive employees and organizational outcomes cannot be overemphasized. However; employees’ acceptance of any performance appraisal system depends largely on how employees see opportunities in that system and also how they feel fairly treated by the system. Consequently, Boachie-Mensah and Seidu (2012) suggested that employees are likely to embrace and contribute meaningfully to a given performance appraisal scheme, if they perceive it as an opportunity for promotion, an avenue for personal development, a chance to be visible and demonstrate their potentials, as well as an opportunity to network with others in the organisation. On the other hand, if employees perceive performance appraisal system as an unreasonable attempt by management to exercise closer supervision and control over tasks they perform, various reactions may result (Boachie-Mensah & Seidu, 2012), which may include low commitment, dissatisfaction, poor loyalty and disengagement. In line with this, some scholars (Boachie-Mensah & Seidu, 2012; Levy & Williams, 2004; Keeping & Levy, 2000) are of the views that employees’ reactions to their organisations’ performance appraisal system is a major determinant of its success or failure. According them, the performance

appraisal system of an organisation cannot be described as effective and efficient if employees do not see the use of it. Most importantly, employees do not consider it to be fair and equitable (Keeping & Levy, 2000).

Erdogan, Kraimer and Liden (2001) maintained that employees' fairness or justice perceptions of performance appraisal systems are important determinants of its success or failure. This suggests that if employee performance appraisal system is to be effective or ineffective, it will be largely contingent on employees or appraisees' perception of fairness and how they react to its various elements (Jawahar, 2007). Consequently, Murphy and Cleveland (1991) posit that a performance appraisal system will not be successful or create the needed satisfaction among workers unless concerned people perceive it as a fair system. Job satisfaction or employee satisfaction is defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976, p. 1304).

1.1 Background of the Study

Employees' satisfaction with various aspects of performance appraisal systems, like, performance targets setting and performance feedback are related to fairness of appraisal system (Blau, 1999). Ahmed, Ramzan, Mohammad and Islam (2011) showed that there is a significant relationship between performance appraisal system and employees' perception of justice which in turn affects their attitudes and general behaviour. Fairness "is the extent to which decisions at work are perceived as being fair and equitable" (Maslach & Leither, 2008, p. 500). Fairness and justice in organisational practices such as performance appraisal system offers opportunity to the employees to feel a sense of belonging (Akanbi & Ofoegbu, 2013) and become satisfied with their jobs. However, some previous studies have shown that in some cases, employees are not happy with their organisations' performance appraisal system. For example, in their study in Great Britain, Cook and Crossman (2004) revealed that most employees (80%) are dissatisfied with their performance appraisal system. In a more recent study by Posthuma and Campion (2008) involving 50,000 employees, it was shown that only few (13%) of managers and employees and very few (6%) of Chief Executive Officers (CEOs) believe that performance appraisal system meets their expectations (Posthuma & Campion, 2008), indicating high levels of workers' dissatisfaction with their performance appraisal systems.

This dissatisfaction with performance appraisal system could be due to several factors. For instance, Longenecker and Finkp (2017) posit that "If employees feel that appraisal outcomes are based more on politics, personal agendas or inaccurate or hastily collected information, they will not experience the required connection between their performance" and job satisfaction or motivation (p.37). Earlier, Brown, Hyatt and Benson (2010) argued that performance appraisal dissatisfaction and injustices increases job dissatisfaction, and reduced commitment among employees to their organisations. Others may also develop the intention to leave. Brown et al. (2010) further noted that "If the organisation is not able to provide a high quality PA [performance appraisal] experience, employees are less likely to know of, internalise, and be committed to the goals and values of their employing organisation" (p.380). Similarly, Zheng, Zhang and Li (2012) maintained that performance appraisal is a process that captures a special form of social interaction between workers and their supervisors. It involves social exchanges between employees and their superiors. As a result, a high quality performance appraisal experience will lead to increased organisational commitment among the workers (Sweeney & McFarlin, 1993). Barlett, (2001) defines commitment as a level of employee attachment felt toward the organisation in which they are employed. But in the absence of a high quality performance appraisal experience, one should expect that workers will not feel any sense of reciprocal obligation (Pearce & Porter, 1986) to their organisations.

Thus, when fairness as fundamental elements of any form of performance appraisal system is in doubt, the consequences may be several forms of employee negative behaviours (Ahmed et al., 2011; Macey et al., 2009; Maslach & Leiter, 2008). This means that any system of performance appraisal that demonstrates acceptable levels of fairness and equity in all of its aspect can trigger positive employee outcomes such as job satisfaction and commitment. It is against this background that this study seeks to examine the effect of performance appraisal justice on employee commitment and the mediating role of employee job satisfaction among healthcare professionals in Ghana.

1.2 Problem Statement

Although several researchers (see Arthur, 2015; Boateng, 2011; Lawaj, 2014; Warokka, Gallato & Moorthy, 2012; Iqbal, Ahmad, Haider, Batool & Qurat-ul-ain, 2013; Boachie-Mensah & Seidu, 2012; Bayo-Moriones, Galdón-Sánchez & Martínez-deMorentin, 2011; Ramamoothie, 2013) have examined the link between performance appraisal practices and organisational effectiveness in several countries including Ghana, the issue of employees' perception of

fairness in performance appraisal effectiveness is generally limited. Admittedly however, few studies (e.g. Arthur, 2015; Ikramullah, Shah, Hassan, Zaman & Khan, 2011; Nassar & Zaitouni, 2015; Nusair, 2014; Palaiologos, Papazekos & Panayotopoulou, 2011) have highlighted the importance of organisational justice in ensuring that workers are satisfied with performance appraisal outcomes in their respective studies.

However, these studies focused mostly on sectors such as the civil service sector, educational sector, among others, with the health sector receiving limited scholarly attention. Aside, these few available studies were limited in some other areas and hence could potentially suffer from generalisation. For example, Palaiologos et al. (2011) in their study admitted that their findings were limited, and consequently recommended that “future research could include and compare data both from appraisers and their appraisees in order to examine the gap in perception among those two parts, and its possible impact on organisational justice and satisfaction” (p.836).

Furthermore, several studies have examined the effect of performance appraisal on job satisfaction (Agyare, Yuhui, Mensah, Aidoo & Ansah, 2016; Bekele, Shigutu & Tensay, 2014; Boswell & Boudreau, 2000; Brown et al., 2010; Darehzereshki, 2013; Ghosh & Vijayaragavan, 2003; Kisang & Kirai, 2016; Kuvaas, 2006; Kampkötter, 2017; Sommer & Kulkarni, 2012; Zhang, Hu & Qiu, 2014). Similarly, various studies have also investigated performance appraisal on employee commitment (Agyare et al., 2016; Brown et al., 2010; Kuvaas, 2006). However, most of these studies were conducted in various foreign contexts such as Norway, Germany, China, Australia, Malaysia, India, among others with the Ghanaian context receiving very limited attention. Likewise, these studies have focused largely on sectors like the banking and financial services sector, agricultural sector, high-tech industries and the non-governmental sectors to the neglect of the healthcare sector. Besides, the preceding studies mostly employed quantitative research methodologies and approaches in investigating perception of fairness in performance appraisal, as well as performance appraisal impacts on job satisfaction and employee commitment. But studies employing qualitative research approaches or mixed research methods are rare to find in the literature. Meanwhile, such approaches could prove useful in assessing people’s perception of the extent to which their organisations’ performance appraisal systems are fair or unfair and their impacts on them. There is also a scarcity of empirical studies on the challenges that confront performance appraisal systems in their organisations in the Ghanaian health sector.

Moreover, it is important to recognise that there are environmental factors which make public and private organizations managed differently (Mani, 2002) in terms of the way they practice or implement their performance appraisal systems. In the private sector, companies must worry about their profit margins and bottom-line performance. In contrast, public sector managers and organizations are judged by how well they provide service or correct problems. Therefore, they have high disincentives to control labour cost (Mani, 2002). Secondly, in private sector organisations, workers perceive that they have only one boss. But in the public sector, employees must respond to executive and legislative political superiors. Many elected officials believe pay-for-performance which is based on performance appraisal results or outcomes will give workers the motivation to improve productivity (Mani, 2002). In spite of these apparent differences in the management and administration of performance appraisal, most of the above past studies focused on only a single organisation or sector. As a result, studies that conducted comparative analysis of private sector and public sector organisations of performance appraisal practices on employee job satisfaction and commitment are very limited.

In addition, while there are several studies (e.g. Eleswed & Mohammed, 2013; Ocen, Francis & Angundaru, 2017; Peluso, Innocenti & Pilati, 2017; Ren, Fang & Yang, 2017; Wang & Seifert, 2017; Valaei & Rezaei, 2016) on the influence of job satisfaction on employee commitment, similar studies in Ghana are limited. Meanwhile, evidence demonstrates that job satisfaction and employee commitment differ significantly by workers cultural background or country of origin (Chao and Spillan, 2010; Randall, 1993; Valaei et al., 2016a). Besides, only few studies (e.g. Alegreet al., 2015; Spagnoli et al., 2012; Valaei & Rezaei, 2016) have explored this relationship at the factorial level while most researchers have examined job satisfaction as a single latent construct (e.g. Ocen, Francis & Angundaru, 2017; Mabasa & Ngirande, 2015; Fu & Deshpande, 2014; Macintosh & Krush, 2014; Song et al., 2015). Consequently, some researchers (e.g., Valaei & Rezaei, 2016) have called for the need to explore other facets of job satisfaction and how they affect employees’ commitment. This study therefore responded to these calls by examining the effect pay satisfaction, supervision satisfaction, and social and growth satisfaction on employee’ affective, normative and continuance commitments in Ghana’s health sector.

Besides, given an earlier argument by Masterson, Lewis, Goldman, and Taylor (2000) organisational justice affect other variables through different intervening mechanisms, some studies have tested for some of these potential intervening mechanisms. For instance, related studies focused on relationships such as the mediating role of perceived

supervisory support between perceived organisational justice and perceived competence of supervisor (e.g. Nassar & Zaitouni, 2015). Prior to this, Humborstad and Perry, (2011) found that job satisfaction and organisational commitment as dimensions of job attitudes mediated the influence of empowerment practices on turnover intention. Similarly in America, Wittmer, Martin, and Tekleab, (2010) found that leader-member exchange has partially mediated the effect of procedural justice on organizational commitment and job satisfaction as facets of employee job attitudes. In Greece public and private sectors, Katou, (2013) showed that organizational justice (distributive, procedural and interactional) mediated the relationship between integrated HRM system (content, process and climate) and employee motivation, commitment, work engagement, and organizational citizenship behaviour. Recently in Uganda, Ocen, Francis, and Angundaru, (2017, p.742) revealed that job satisfaction can mediate the influence of training on employee commitment in the banking sector.

However, there is dearth of studies examining the mediating role of employee job satisfaction in the relationship between performance appraisal justice and employment commitment. More so, it is evident from the literature that performance appraisal justice can have a significant effect on employee job satisfaction and employee commitment (e.g. Agyare et al., 2016; Aly & El-Shanawany, 2016; Bowra & Nasir, 2014; Brown et al., 2010; Darehzereshki, 2013; Kampkötter, 2017). Similarly, employee job satisfaction can also enhance employee commitment evidence (e.g. Agyare et al., 2016; Arshad et al., 2013; Bekele et al., 2014; Brown et al., 2010). This suggests that employee job satisfaction can serve as a motivational mechanism for performance appraisal justice to affect employee commitment. It is therefore essential to test whether employee job satisfaction can serve as an important motivational intervening mechanisms through which, various components of performance appraisal justice can affect employee commitment. In line with this, this study seeks to contribute to knowledge by comparatively analysing performance appraisal challenges, justice in performance appraisal practices and their effect on the job satisfaction and commitment level of healthcare professionals in the public and private healthcare institutions in Ghana while at the same time accounting for the mediating effect of employee job satisfaction in the relationship between performance appraisal justice and employee commitment.

1.3 Research Hypotheses

H1: Performance appraisal justice will have significant positive effect on employee job satisfaction among workers in the Ghanaian health sector. H1a: Distributive performance appraisal justice will have significant positive effect on employee job satisfaction (pay, supervision, and social and growth) among workers in the Ghanaian health sector. H1b: Interpersonal performance appraisal justice will have significant positive effect on employee job satisfaction (pay, supervision, and social and growth) among workers in the Ghanaian health sector. H1c: Informational performance appraisal justice will have significant positive effect on employee job satisfaction (pay, supervision, and social and growth) among workers in the Ghanaian health sector.

H2: Performance appraisal justice will have significant different effects on job satisfaction among workers in the Ghanaian public and private health sector. H2a. Distributive performance appraisal justice will have significant different effects on job satisfaction (pay, supervision, and social and growth) among workers in the Ghanaian public and private health sector. H2b. Interpersonal performance appraisal justice will have significant different effects on job satisfaction (pay, supervision, and social and growth) among workers in the Ghanaian public and private health sector. H2c. Informational performance appraisal justice will have significant different effects on job satisfaction (pay, supervision, and social and growth) among workers in the Ghanaian public and private health sector.

H3: Performance appraisal justice will have significant positive effect on employee commitment in the Ghanaian health sector. H3a: Distributive performance appraisal justice will have significant positive effect on employee commitment (affective, normative and continuance) in the Ghanaian health sector. H3b: Interpersonal performance appraisal justice will have significant positive effect on employee commitment (affective, normative and continuance) in the Ghanaian health sector. H3c: Informational performance appraisal justice will have significant positive effect on employee commitment (affective, normative and continuance) in the Ghanaian health sector.

H4: Performance appraisal justice will significantly have different effect on employee commitment in the Ghanaian public health sector compared to the private health sector. H4a: Distributive performance appraisal justice will significantly have different effect on employee commitment (affective, normative and continuance) in the Ghanaian public health sector compared to the private health sector. H4b: Interpersonal performance appraisal justice will significantly have different effect on employee commitment (affective, normative and continuance) in the Ghanaian public health sector compared to the private health sector. H4c: Informational performance appraisal justice

will significantly have different effect on employee commitment (affective, normative and continuance) in the Ghanaian public health sector compared to the private health sector.

H5: Employee job satisfaction will have a significant positive effect on employee commitment in the Ghanaian health sector. H5a: Employee pay satisfaction will have a significant positive effect on employee commitment (affective, normative and continuance) in the Ghanaian health sector. H5b: Employee supervision satisfaction will have a significant positive effect on employee commitment (affective, normative and continuance) in the Ghanaian health sector. H5c: Employee social and growth satisfaction will have a significant positive effect on employee commitment (affective, normative and continuance) in the Ghanaian health sector.

H6: Employee job satisfaction will mediate the relationship between performance appraisal justice and employee commitment among workers in the Ghanaian health sector. H6a: Employee job satisfaction (pay satisfaction, social and growth satisfaction, and supervision satisfaction) will mediate the relationship between distributive performance appraisal justice and employee commitment among workers in the Ghanaian health sector. H6b: Employee job satisfaction (pay satisfaction, social and growth satisfaction, and supervision satisfaction) will mediate the relationship between interpersonal performance appraisal justice and employee commitment among workers in the Ghanaian health sector. H6c: Employee job satisfaction (pay satisfaction, social and growth satisfaction, and supervision satisfaction) will mediate the relationship between informational performance appraisal justice and employee commitment among workers in the Ghanaian health sector.

2.0 LITERATURE REVIEW

Chapter two reviews relevant literature on the topic. This chapter of the study examines the development of the study, different theories, historical thinking, and responses of workshops from three or more groups. The study examined various topics in relation to the objective; primary and secondary objectives of the study. Some of the topics reviewed are evolution of performance appraisal systems, the concept of performance appraisal system, and relevance of performance appraisal systems in organisations, the concept of performance appraisal justice, the concept of employee commitment, concept of job satisfaction, studies on performance appraisal justice and employee commitment, and job satisfaction. It also reviewed some theories that are relevant to the study.

2.1 Foundations of the Study

The issue of performance appraisal is also one of the more greatly studied subjects in work psychology (Fletcher, 2002). It has gained the attention of researchers for more than seven decades (Landy & Farr, 1980). Before the 1980s, most empirical and theoretical studies focused on developing the psychometric characteristics of the appraisal method in order to decrease the bias inbuilt in performance assessments (Feldman, 1981). Performance appraisal system influences the performance of organizations (Ahmed, Ramzan, Mohammad & Islam, 2011). The efficiency and effectiveness of all institutions, either public or private can only be realised when organisations constantly or continuously conduct performance assessment of their employees (Obisi, 2011). In spite of these crucial roles performance appraisal play in employee effectiveness and organisational performance, less than one-third of employees believe that their company's performance appraisal process assists them in improving their performance (Fletcher & Perry, 2001). This may indicate that performance appraisal systems in most organisations are ineffective in helping employees deliver on their jobs in this constantly changing work environment even though Fletcher and Perry (2001) maintain that the definition of a job in this contemporary era and what represents good performance is more. Based on the above issues, this study comparatively analyses performance appraisal justice and commitment level of healthcare professionals in the public and private healthcare institutions in Ghana while at the same time accounting for the mediating effect of employee job satisfaction in the relationship between performance appraisal justice and employee commitment.

Thus, this chapter which is the foundations of the study examines the development of the study, different theories, historical thinking, and responses of workshops from three or more groups. The study examined various topics in relation to the objective; primary and secondary objectives of the study. Some of the topics reviewed are evolution of performance appraisal systems, the concept of performance appraisal system, and challenges of performance appraisal systems in organisations; the concept of job satisfaction, performance appraisal practices-comparison of public and private organizations, studies on performance appraisal justice, relationship between employee job satisfaction and commitment mediation role of job satisfaction on performance appraisal justice and

employee commitment. It also reviewed some theories that are relevant to the study. These theories are the goal-setting theory, social information processing theory, and organisational control theory.

2.1 Development of the Study

This section on the development of the study covers, brief evolution of performance appraisal systems, perception of performance appraisal fairness, concept of job satisfaction, concept of employee commitment, goal-setting theory, organisational control theory and organisational justice theory.

2.1.1 Brief Evolution of Performance Appraisal Systems

Performance appraisal system and performance management is among the most important human resource management issues (Boswell & Boudreau, 2002; Judge & Ferris, 1993). This is because performance management and appraisal is regarded as an important foundation of human resource development, since it is used for taking important decisions like training and development and promotion (Rao, 2009), among others. Usually, performance appraisal system is designed by the human resources (HR department). It requires that supervisors or line managers appraise their employees' work performance regularly. The issue of performance appraisal is also one of the more greatly studied subjects in work psychology (Fletcher, 2002). It has gained the attention of researchers for more than seven decades (Landy & Farr, 1980). Before the 1980s, most empirical and theoretical studies focused on developing the psychometric characteristics of the appraisal method in order to decrease the bias inbuilt in performance assessments (Feldman, 1981). During the 1960s and 1970s, for example, studies concentrated on rating scale format and development of some new formats such as the Behaviour Observation Scale (BOS), the Behaviourally Anchored Rating Scale (BARS) and the Mixed Standard Scale. Other related research areas included appraisers training to decrease appraisal biases and raise observational skills and evolving PA systems (Walsh, 2003). Performance appraisal is indeed a very ancient art and might well lay claim to being one of the world's oldest profession (Grint, 1993). However, there is lack of consensus in the literature on exactly when performance appraisal started. According to Wiese and Buckley (1998) cited in Toppo and Prusty (2012), although not called performance appraisal. The Bible has many examples where the evaluation of individual performance is an important issue. 'The Lord has filled him (Bezalel) with the spirit of God, in wisdom and understanding, in knowledge and all manner of workmanship to design artistic works, to work in gold and silver and bronze, in carving wood, and to work in all manner of artistic workmanship" (Exodus, 35, pp. 31-3). In this instance, Moses selected men who were known to be most skilled craftsmen from the tribes of Israel to build and furnish the tabernacle of the Lord in about 1350 BC (Wiese & Buckley, 1998 cited in Toppo & Prusty, 2012).

Also, in the views of Coens and Jenkins (2000), even though the precise commencement of performance appraisal system is not known, it has been in practice since the third century when emperors of Wei Dynasty (221-265AD) appraised the performance of the official family members. Similarly, Koontz (1971) and Goel (2010) also maintained that performance appraisal has a long etymology. This is supported by the assertion made by Coens and Jenkins (2000) and Goel (2010) who maintained that the earliest and first known performance appraisal took place during the Wei dynasty (AD221-265) in China when the emperor engaged an imperial rater to evaluate the performance of the official family (Koontz, 1971; Goel, 2010). Armstrong (2009, p.10) also observed that "in the 16th century Ignatius Loyola also established a system for formal rating of the members of the Jesuit Society". Aside these evidences of performance appraisal in the Bible and in traditional settings, some scholars also posit that the early evidences of appraisal system can be traced back to Robert Owen's New Lanark Textile Mills in Scotland in the eighteenth century, where a colour display was used as a means to distinguish an employee's performance (Grint, 1993). In support of Grint (1993), Wren (1994) also traced the advent of performance appraisal to Robert Owen in the 18th Century. In his view, it started when Robert Owen used "silent monitors" to assess the performance of employees who were working in the cotton Mills of Scotland. Silent monitors were wooden colored blocks. They were used to represent the performance grade of worker at end of each working day (Wiese & Buckley, 1998).

Some scholars however are of the views that the root of performance appraisal system can be traced to Taylor's pioneering Time and Motion studies and the Second World War (see Armstrong, 2009; Lillian et al., 2011; Cawley, Keeping & Levy, 1998). According to Armstrong (2009, p.10), the initial: Formal monitoring system evolved out of the work of Frederick Winslow Taylor of the scientific management school. Rating for the U.S armed services was introduced in 1920. Merit rating came to the fore in the U.S and the U.K in the 1950s and 1960s respectively; and

later re-christened performance appraisal. Management by objectives became popular in the U.S and the U.K in the 1960s and 1970s respectively. The term performance management gained prominence in the 1980s. In the views of Cawley et al. (1998), appraisal really dates from the time of the Second World. That is, the emergence of appraisal of employees is over 80 years old. Similarly, Lillian et al. (2011) posit that the performance appraisal system starts in practice mainly in the 1940s. These performance appraisal systems used for more than hundred years ago were in primitive conditions for contemporary management (Landy & Farr, 1980; Cleveland, Murphy, & William, 1989). Formal performance appraisal has become a widespread instrument of human resource management (Berry, 2003). The objective in this era was aimed at improving and motivating employees, and encouraging competition. It is also used to reward good work performers (Bayon, 2013).

2.1.2 Performance Appraisal System

The concept of performance appraisal system has been variously defined by several scholars or researchers (see Agyenim-Boateng, 2006; Lawaj, 2014; Grubb, 2007; Dessler, 2000; Aguinis, 2007; Adejoke, 2013; Jackson & Schuler 2003). Performance appraisal is about measuring, monitoring and enhancing the performance of employees as a contributor to the overall organizational performance (Agyenim-Boateng, 2006). Performance appraisal is “defined as evaluating how well employees do their jobs according to performance standards” (Dessler, 2000, p.321). The performance evaluation is a review and discussion of an employee’s performance of assigned duties and responsibilities (Adejoke, 2013). Performance appraisal is part of the overall management process and is considered as a process of making judgements about an employee’s performance as a basis for effective and objective personnel decisions (Jafari et al., 2009).

Lawaj (2014, p.88) explained that: Performance appraisal is a methodical evaluation of staff performance compared to organisational performance standards. It includes the appraising and development of the performance of employees. Work standards are included in the process in order to assess the real work performance of employees compared to those standards and provide them with feedback, putting in mind their motivation to perform effectively. Performance appraisal (PA) usually involves evaluating performance based on the judgments and opinions of subordinates, peers, supervisors, other managers and even workers themselves’ (Jackson & Schuler 2003). It is a regular review of employee performance within organizations and is concerned with the process of valuing a person’s worth to an organization with a view to increasing it (Blazer & Sulsky, 1990).

Begum et al. (2015, p.75) described performance appraisal system “as a structured formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinate is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development”. Performance appraisal has also been defined as the process of identifying, evaluating and developing the work performance of employees in the organization. The objective is to ensure that the organizational goals and objectives are more effectively achieved, while at the same time benefiting employees in terms of recognition, receiving feedback, catering for work needs and offering career guidance (Lansbury, 1988). To Erdogan (2002), it is the formal process of observing and evaluating an employee’s performance.

Performance appraisal “is not a still evaluation activity, but a dynamic process, which should be viewed as follows; planning the employees’ performance, evaluation, and improving the performance of the employees. This process brings the new concept: performance management” (Kaynak et al., 2000, p.205). Consequently, an efficient performance appraisal system requires evaluating the current levels of performance and enhancing strengths, discovering weaknesses, and providing feedback to the staff as well as the organisation, in order to have better performance in the future (Bratton & Gold, 2007).

2.1.3 Relevance of Performance Appraisal

Performance appraisal is employed by employers when they anticipate obtaining some benefits from its use. For example, Brown and Heywood (2005) posit that employers will have to decide not only if it is important for them to adopt a formal system of performance appraisal, but also how the appraisal system will be practiced so that the organisation can make gains from its usage. According to Atiomo (2000), although performance appraisal is commonly thought of in relation to one specific purpose, which is pay, it can in fact be used to serve a wider range of purposes or goals. These goals of which performance appraisal can be used for may include; identifying training needs,

enhancing current performance of workers, improving employees' abilities and talents, enhancing organisational or internal communication, stimulating employee morale and motivation, among many other uses.

Similarly, Moats (1999) maintained that when conducted properly, appraisals may help by (1) showing workers how to enhance their performance, (2) setting goals for employees, and (3) helping managers to assess subordinates' effectiveness and also make decisions in relation to employee to hiring, promotions, demotions, training, compensation, job design, transfers, and terminations. Likewise, Agyen-Gyasi and Boateng (2015) assessed the impact of performance appraisal on the productivity levels of professional and para-professional librarians in selected higher institutions of learning in Ghana. Questionnaires were used to collect data from the research participants. The results revealed that performance appraisal systems were instituted for good reasons such as promoting team work, reducing grievances, identifying employees' strengths and weaknesses and their training needs. In a related opinion, Kofi and Opere-Adzobu (2012) assessed performance appraisal process or practices at University of Cape Coast. The study revealed that the University's appraisal scheme was directly related to a reward structure such as the annual increment in salaries and promotions. More recently, Brefo-Manuh et al.(2016) in their research paper "*evaluating organisational uses of performance appraisal system - a conceptual analysis and framework for the future*" argued that "employee performance appraisal results are used by organisations as an instrument to enhance employee motivation, improve corporate communication, facilitate employee training and development and boost overall corporate success or effectiveness"(p.8). Prior to the above assertions on the uses of performance appraisal practices, Addison-Wesley (2001) also claimed that performance appraisal can be used to perform an administrative role. This can be done by facilitating an orderly means of determining rises in pay and other rewards as well as by delegating authority and responsibility to the most capable individuals. Informative function is fulfilled when the appraisal system supplies data to managers and appraisees about individual strengths and weaknesses. When effectively used, performance appraisals will be seen to be performing a major role in assisting employees and managers to formulate objectives for the period before the next appraisal (Addison-Wesley, 2001). Moreover, Wesley (2004) suggested that the goals or uses of performance appraisal systems may include the following:

- To review the performance of the employees over a given period of time.
- To judge the gap between the actual and the desired performance.
- To help the management in exercising organizational control.
- Helps to strengthen the relationship and internal communication between superior – subordinates and management – employees.
- To diagnose the strengths and weaknesses of the individuals. This then will be used to identify the training and development needs of the future.
- To provide feedback to the employees regarding their past performance.
- Provide information to assist in other personal decisions in the organization.
- Provide clarity of the expectations and responsibilities of the functions to be performed by the employees.
- To judge the effectiveness of the other human resource functions of the organization such as recruitment, selection, training and development and,
- To reduce the grievances of the employees.

Additionally, Rasch (2004) posits that this process of performance appraisal system can improve the quality of working life by increasing mutual understanding between superiors and their subordinates. In summary, it is evident from the above that scholars and researchers have generally explained uses of employee performance appraisal results in relation to employee reward and motivation, corporate communication, economic importance or performance value, and employee training and development. Hence, organisations that institute an effective system of employee performance appraisal can gain significantly.

2.1.4 Perception of Performance Appraisal Fairness

According to Tziner et al. (1997), some appraisers have the potential of deliberately distorting the performance appraisal scores when they have a high need for power, purport to gain control over the organizational and its resources or have low self-efficacy. Similarly, Sarkar (2016) is of the view that frequently, performance appraisal sessions remained as "fault-finding exercise by senior managers to somehow defend the decision of promotion or monetary rewards. Those who got recognised kept on wondering whether it is their political skill or true credentials that helped them to move ahead of others" (p. 8). Thus, a key issue or problem that is commonly

encountered in employee performance appraisal management is its perceived fairness. In other words, it is how procedural, interactional and distributive outcomes emanating from the results of an appraisal system is perceived to be fair. Rarick and Baxter (1984) suggest that perceived fairness of the process and format significantly influences performance appraisal system effectiveness. As earlier indicated, fairness is made up of three different concepts of distributive fairness, procedural fairness and interactional fairness. Distributive fairness is the degree to which rewards and punishments are actually related to performance inputs (Swiercz et al., 1999).

According to Swiercz et al. (1999), distributive fairness is the most important predictor of job performance. Procedural fairness relates to the degree to which procedures and policies which determine the performance appraisal score are perceived as fair. Davis and Landa (1999) found that the absence of fair procedures increase distress among workers. This is because the results of performance appraisal are essentially outside the control of the workers. But if employees are confident in the fairness of performance appraisal process, they are more likely to accept performance ratings, even adverse ones (Roberts, 2003). This issue of performance appraisal fairness has gained attention of some prior empirical researchers (e.g. Arthur, 2015; Ikramullah et al., 2011; Nusair, 2014; Palaiologos et al., 2011). For example, Ikramullah et al. (2011) investigate employees' perception of fairness of their performance appraisal system in Pakistan. The data was collected from the civil servants in Khyber Pakhtunkhwa. Findings of the study indicated that employees generally perceived their performance appraisal system to be fair with respect to procedural, distributive, interpersonal and informational justice. However, employees reported some issues with interpersonal justice and distributive justice with the system.

In Jordan, Nusair (2014) examined fairness (distributive, procedural, interactional and informational dimensions of organisational justice or fairness) in performance appraisal practices. The author used questionnaire to collect data from six Jordanian firms. The results of this study showed that the research participants have demonstrated high level of awareness of fairness in the implementation of performance appraisal systems. It was further noted that issues of gender, marital status, personal relationship and stereotype thinking affect the fairness of performance appraisal process in Jordan. While Ikramullah et al.'s (2011) study sought general perception of fairness of performance appraisal systems, Nusair (2014) went beyond that to identify factors that can serve as breeding grounds for injustice in performance appraisal. It is important to recognise that prior to Ikramullah et al.'s (2011) and Nusair's (2014) studies, Salimaki and Jamsen (2010) also examined perceptions of politics and fairness and how they affect the effectiveness of a merit pay system. The data was collected from 367 employees in three state institutions. The results showed that some forms of politics in performance appraisals such as compression might be perceived less detrimental than others such as favoritism. These findings means that the appraisers who tend to give favourable scores or ratings to some appraisees may be helping them take undue advantage of the system. This can affect the legitimacy of the performance results.

More so, Palaiologos et al. (2011) explored performance appraisal and its relationship to organizational justice (distributive, procedural and interactional justice). The study collected data from 170 respondents using questionnaire. The study found that "procedural, distributive and interactional justices are related with different elements of performance appraisal. The elements of satisfaction are strongly related to all aspects of organizational justice" (p.826). It was further revealed that the performance appraisal criterion was related to procedural justice." Likewise, Thurston Jr. and McNall (2010) examined employees' justice perceptions in their organizations' performance appraisal practices. The structural equation modeling results reported significant relationships between procedural justice and appraisal system satisfaction. In addition, the findings indicated that distributive justice, interpersonal and informational justices are helpful behaviours in achieving performance appraisal satisfaction.

While the above studies were largely conducted in various foreign contexts, little is done in Ghana. Nonetheless, few studies have been conducted. For example, Arthur (2015) investigated performance appraisal systems in the tertiary educational sector of Ghana. The study used mixed research approach. Using descriptive statistical analyses, it was shown that generally the administrative staff in the sampled Polytechnics was dissatisfied with their systems of performance appraisal. It is worth mentioning that the above studies have highlighted the importance of organisational justice in ensuring that workers are satisfied with performance appraisal outcomes. But, these studies focused mostly on sectors such as the civil service and educational sector, among others, with the financial or insurance sector receiving limited scholarly attention. More so, they largely employed quantitative research methodology. Little or limited study has utilised the qualitative approach which could prove useful in assessing people's perception of the extent to which their organisations' performance appraisal systems are fair or unfair.

2.1.5 Challenges in performance appraisal System Implementation

Despite the potential benefits or contributions of employee performance appraisal system as noted in the preceding sections, its practices are not without challenges. In the views of Kondrasuk et al. (2002), the challenges confronting performance appraisal systems in organisations can be classified into three areas: the process and format, evaluator's role and problems involving the evaluatees. In the Ghanaian education context for instance, Agyen-Gyasi and Boateng's (2015) results revealed that while performance appraisal systems were instituted for good reasons such as promoting team work, reducing grievances, identifying employees' strengths and weaknesses and their training needs, there were challenges. The challenges include lack of standardised format for conducting performance appraisal, and the fact that the Head of Librarians conducts the appraisals instead of the Line Managers who work closely with these employees on daily basis. In a related study, Kofi and Opare-Adzobu (2012) assessed performance appraisal process or practices at University of Cape Coast. The study noted that even though majority of the respondents perceive the appraisal system to be fair, they do not know the exact method of appraisal used. There was also a significant absence of feedback reviews. Kondrasuck et al. (2002) therefore argued that these problems come about as a result of conflicting roles of being a coach and judge at the same time, lack of rater training or personal bias such as favouritism, subjectivity or leniency.

Another problem of performance appraisal practices is related to dissatisfaction with the type and amount of feedback, as well as uncomfortable feelings of the worker, resulting from lack of control over the process. For example, a particular method of communicating feedback has the potential to arouse negative emotions. This can further affect the acceptance of the performance appraisal system negatively. This issue may occur because performance appraisal has an impact upon an employee's sense of self-worth (Rarick & Baxter, 1984). Combined with the fact that employees tend to overrate their own performance, they may feel aggrieved when receiving appraisals which are lower than they expected (Harris, 1988). This could explain why acceptance might be lowered. It must be noted that the lack of user acceptance of the performance appraisal system may engenders resistance and a reduction in user motivation (Roberts, 2003). It can also result in undesirable closure of communication between leader and employee around the performance issue (Davis & Landa, 1999).

In conclusion, performance appraisal systems become useless if they do not generate positive reactions among raters and ratees (Tziner & Kopelman, 2002). A good performance appraisal system is that which is accepted by all involved in the process. In general, the performance appraisal system that is accepted is perceived as being distributional and procedural fair. On the other hand, absence of fairness will affect the acceptance and effectiveness of the system. As a result of the large amounts of time and money that need to be invested to develop and implement an appraisal system, an ineffective appraisal system would be a severe threat and loss of resources to an organisation. On the basis of these, it seems important for each organisation to regularly check whether their performance appraisal is perceived as being fair and effective as intended and if users still support the system and its processes.

2.1.6 Making Performance Appraisal Successful

The forgoing discussed some of the challenges inherent in employee performance appraisal system. In order to reduce these challenges, the literature suggested that appraisers must be aware of the system very well, and their organizations should provide rater training for their managers (Keown & Janine, 2001; Noonan & Sulsky, 2001; Roch & O'Sullivan, 2003). This is supported by Gilbert (2006) when he posits that the best method to minimize rater errors is appraiser rating training and follow-up training on how to rate performance appraisals. In addition, McNamara (2000) suggests the following as basic steps in ensuring a successful performance appraisal:

- Conduct ongoing observations and measurements to track performance.
- Exchange ongoing feedback about performance. Feedback is information relevant to how well results are being achieved. Useful feedback is timely, feasible and understood. Ideally, feedback addresses key activities to improve or reinforce performance.
- Conduct a performance appraisal which should include documentation of expected results, standards of performance, progress toward achieving results, how well they were achieved, examples indicating achievement, suggestions to improve performance and how those suggestions can be followed.
- If performance meets desired performance standards for reward. For example, the machine operator may be due some form of reward, that is, recognition or compensation, letter of recognition, promotion, and letter of

commendation, among others. This step in the performance management process is often overlooked when focusing on organization-wide performance improvement or on a major subsystem (McNamara, 2000). Thus, to make performance appraisal effective, these issues must be critically examined and follow through.

2.1.7 Concept of Job Satisfaction

Job satisfaction reflects the degree to which an individual likes the job; it is an enjoyable or positive feeling about one's job resulting from the assessment of one's job (Luthans, 2008). In the view of Hellriegel and Slocum (2007), satisfied employees are more productive than their dissatisfied counterparts. Kim (2002) found positive participative leadership behaviour - employees' job satisfaction correlation. From the foregoing, job satisfaction can be seen from five main dimensions, namely; pay, promotion opportunities, work settings, supervision, organisational practices and relationships with co-workers. Job satisfaction is how much one likes a specific kind of job or work activity (Lussier & Achua, 2007) rather than how hard or well one works. The issue of job satisfaction as consequence of the interaction between leadership and employee work cannot be discussed without considering its various components. Job satisfaction consists of both *intrinsic* and *extrinsic* components; the intrinsic refers to how people feel about the nature of the job (the nature of the tasks themselves) whereas extrinsic job satisfaction refers how people feel about aspects of the work environment (e.g., relationship with management) which is external to the job tasks or work itself (Hirschfeld, 2000). Both the intrinsic (inward or push factors) and extrinsic.

2.1.8 Performance Appraisal Justice and Job Satisfaction

Perceived fairness of a performance appraisal system can significantly affect both employees and organisations (Latham & Wexley, 1994). Ganesh and Joseph (2011) noted that a complex performance appraisal system can alienate employees. Similarly, Shrivastava and Purang (2011) argued that performance appraisal systems often lead to employee dissatisfaction when the systems are viewed as unfair and ineffective. As evident in the expression "I warn you because I like you" (Liu, Zhu, & Yang, 2010), workers can express a high level of willingness to help in advancing the growth agenda of their organisations, if they feel that they are satisfied with their institutions' performance appraisal system. When employees have high quality experience with performance appraisal system or practices, it increases satisfaction level for their job (Fried and Ferris, 1987; Sommer and Kulkarni, 2012). Some studies have examined the relationship between organisational justice and job satisfaction (e.g. Arab & Atan, 2018; Day, 2011; Katou, 2013; Wittmer et al., 2010). For instance, Arab, and Atan (2018) examined the effect of organizational justice components on job satisfaction in Iraq. The data was collected from 402 employee-manager dyads working for various institutions of higher education in the Kurdistan Region of Iraq. Using hierarchical regression analysis, the results showed that "perceived distributive, procedural, and interactional justice all contribute to employee job satisfaction... and that among the justice components, interactional justice was more strongly related to job satisfaction" (p.808).

In a related study in the higher educational sector in USA, Day, (2011) investigated the relationship between pay communication, pay satisfaction and justice perceptions. The study used data from 384 employees of a Midwestern Public University in the USA. The data was analysed using structural equation modeling. The study found that distributive justice predicted all pay satisfaction dimensions more than procedural justice while interpersonal and information justice do not have any significant influence on pay satisfaction among the workers. In Greece, Katou, (2013, p.674) examined the effect of an integrated HRM system on employee motivation. The data was collected from 1,061 workers operating in 133 public and private sector organisations. Using structural equation modeling, findings indicated that procedural justice and distributive justice affect employee motivation but procedural justice predicted employee motivation as one of the measures of employee reactions than distributive justice. In a related study in America, Wittmer et al.'s (2010, p.55) examined the effect of organisational justice, specifically, procedural justice on job satisfaction. Using hierarchical linear modeling, results showed that organisational justice, specifically, procedural justice has a significant positive influence on employee job satisfaction in a unionized setting. Although the above reviewed studies (e.g. Arab & Atan, 2018; Day, 2011; Katou, 2013; Wittmer et al., 2010) suggest that organisational justice contributes to employee job satisfaction, none of these reviewed studies have focused specifically on performance appraisal justice. They mainly focused on general concept of organisational justice but not within the specific context of employee performance appraisal and management. Besides, they were limited mostly to the higher educational sector.

It is important to also recognise that there are some studies that look at the relationship between performance appraisal system, performance appraisal politics and employee job satisfaction or motivation. For instance, in Germany, Kampkötter (2017) examines job satisfaction levels among employees as an outcome of performance appraisal system. The author collects and analyzes a longitudinal sample of 10,500 German employees. Using panel regression analysis, the study shows that performance appraisal system enhances job satisfaction among workers. In Australia, Brown, Hyatt, and Benson, (2010) investigate how performance appraisal quality affect job satisfaction. Data are collected from 2,336 employees in the Australian public sector organisations (“PSR”), and regression used for the analysis. Findings indicate that employees with “low quality [performance appraisal] experiences (relative to those with mixed and high quality [performance appraisal] experiences were more likely to be dissatisfied with their job, and more likely to be contemplating leaving the organisation” (p. 375).

Similarly, in Malaysia, Darehzereshki (2013) examines how performance appraisal quality can affect job satisfaction among workers. Utilising a survey data from 133 workers of multinational companies, and using regression for the analysis, results suggest that workers who have quality experience with their institutions’ performance appraisal systems have high tendency to be more satisfied with their jobs compared to those who perceive low quality experience. In Pakistan, Ahmed, Hussain, Ahmed, and Akbar (2010) explore the influence of performance appraisal satisfaction on job satisfaction among employees in semi-governmental organizations. Using 123 research participants, the authors reveal that performance appraisal satisfaction is a major determinant of employees’ job satisfaction.

In a related study, Arshad, Masood and Amin (2013) explore the link between performance appraisal politics and job satisfaction in the telecommunication industry in Pakistan. The study uses data from 207 employees and using regression analysis, the study shows that the political motives of the appraisers in performance appraisal exercises reduces employees’ job satisfaction levels. Similarly, Malik and Aslam (2013) investigate telecommunication workers’ perception of performance appraisal practices in their organisation and how such practices affect their motivation at work. Using questionnaire, the authors collect data from 120 employees in the telecommunication sector in Pakistan. The regression results indicate that when workers perceive fairness in their institutions’ performance appraisal practices, they become more motivated at work.

In another study in the banking sector of Pakistan, Bowra and Nasir (2014) examine how performance appraisal justice can increase employee motivation and job satisfaction. Using a survey data of 439 employees from 21 banks, and using regression and correlation analysis, the findings reveal that performance appraisal justice enhances motivation and job satisfaction among workers (p. 16). Prior to these studies, Poon (2004) uses survey data from an “occupationally heterogeneous sample of 127 white-collar employees from various organizations. Regression analysis results indicated that when employees perceived performance ratings to be manipulated because of raters’ personal bias and intent to punish subordinates they expressed reduced job satisfaction” (p.322).

The above studies (e.g. Ahmed et al., 2010; Bowra & Nasir, 2014; Brown et al., 2010; Darehzereshki, 2013; Ganesh & Joseph, 2011; Kampkötter, 2017; Liu et al., 2010; Malik & Aslam, 2013; Masood & Amin, 2013; Shrivastava & Purang, 2011; Sommer & Kulkarni, 2012) demonstrate the significance of performance appraisal justice or fairness in enhancing job satisfaction among workers they largely focused on sectors such as banking, telecommunication, among others with a limited focus on the healthcare sector. Aside, these studies are mostly conducted in foreign countries’ context such as Germany, Malaysia, Australia, Pakistan among others, with less focus on Africa in general and Ghana in particular.

Admittedly, few studies (e.g. Aly& El-Shanawany, 2016; Chaponda, 2014) examine performance appraisal fairness or justice on workers’ job satisfaction within the African context. These African studies like their counterparts in Europe, Asia and in other contexts highlight the importance of ensuring fairness or justice in performance appraisal practices in order to enhance job satisfaction among employees. For example, Aly and El-Shanawany (2016) examine performance appraisal justice on job satisfaction among nurses. Using a survey data of 323 nurses in Critical Care and Toxicology Units in Egypt, the authors find that nurses who are dissatisfied with their performance appraisal practices become less motivated to work (p.119). In a similar study in Kenya, Chaponda (2014, p. iv -v) examines the influence of job satisfaction on workers’ motivation. Using questionnaire, the researcher collects data from 171 employees in non-governmental organizations in Nairobi. Using descriptive and correlation analyses, findings of the study suggest that fair assessment of the employee’s performance is crucial in enhancing workers’ job satisfaction or motivation. In a related study in Ghana, Agyare, Yuhui, Mensah, Aidoo, and Ansah (2016) use a sample of 200 employees from selected microfinance organizations to examine performance appraisal justice on job satisfaction. Findings of the study

indicate that “job satisfaction is positively related to and impacted by fairness in the appraisal system, linking appraisals with promotion, clarity of roles and feedback about their performance” (p.281). Based on the limitations of existing literature on the influence of performance appraisal justice and job satisfaction, this study aims to provide further empirical evidence on the topic area by focusing on how performance appraisal justice (distributive performance appraisal justice, interpersonal performance appraisal justice and informational appraisal justice) can predict employees’ pay satisfaction, supervision satisfaction, social and growth satisfaction among health workers in Ghana.

2.1.9 The Concept of Employee Commitment

Organisational commitment is the relative emotional strength of employees’ identification with and involvement in a particular organisation (Bulut & Culha, 2010). Organisational commitment shows the psychological state involving employees and their employing organisation, and implies the decision of employees to continue working in an organisation (Ling et al., 2014). Organisational commitment can also be explained as the emotional attachment of employees with the values, goals, and missions of the employing organisation (Jaskyte & Lee, 2009). An employee with a high level of organisational commitment is an asset for the organisation since it reduces labour turnover and increases performance. Buchanan (1974) suggested that organisational commitment consists of three components. The first one is identification. This has to do with adopting as employee to own the goals and values of the organisation. The second component is involvement. This is the psychological immersion or absorption in the activities of one’s work role. The last component is loyalty, that is, a feeling of love for and attachment to the organisation. According to Meyer and Allen (1990), organisational commitment can be divided into three components. They are affective commitment, continuance commitment and normative commitment. According to them, the strength of each of the components of organisational commitment, however, is influenced by different factors.

Affective commitment: According to Meyer and Allen (1990), affective commitment refers to the psychological attachment, involvement and identification that an employee has with an organisation. Affective commitment as it may be displayed by workers is mostly based on employees’ willingness to accept the values and strategies of the organisation and their strong desire to work for the wellbeing of the organisation and stay with the organisation (Porter, Steers, Mowday & Boulian, 1974). As a result of strong emotional attachment to the organisation, employees with high levels of affective commitment stay (Newman et al., 2011). Meyer and Allen (1990) indicated that employees’ affective attachment to the organisation is influenced by the extent to which the employees’ needs and expectations about the organisation are in line with their actual experiences. This has clear connection with the perceived reciprocal obligations of the social exchange theory. Meyer and Allen (1991) opined that employees with affective commitment are likely to go to work regularly, do all assigned duties to the best of their ability, and also perform any other tasks for the betterment of the organisation. Employees who want to stay out of a sense of obligation may do likewise only if they see it as a part of their duty, or as a means of reciprocation for benefits received. However, employees who stay solely to avoid cost may do little more than is required to maintain employment. Somers (1995) suggested that affective commitment is the most consistent predictor of organisational commitment, which is the single predictor of turnover and of absenteeism. Emotionally strong commitment leads to lower absenteeism and turnover rates (Jackson & Schuler, 2000; Somers, 1995).

Continuance commitment: Continuance commitment refers to the need to remain in an organisation which results from the costs that employees associate with leaving the organisation (Allen & Meyer, 1990). Continuance commitment is more calculative in nature. That is when an employee feels that the cost of leaving outweighs the benefits he/she remains. Continuance commitment is based on both economic and social costs of quitting the organisation. An employee who shares continuance commitment chooses to remain in the organisation because there is no better alternative (Kumari & Afroz, 2013). According to Reichers (1985) continuance commitment refers to employees’ willingness to stay in an employing organisation as a result of non-transferable investments they have made. Reichers further wrote that no-transferable investments include things like retirement benefits relationship that has been established with fellow workers, years of employment or things that are peculiar to the organisation. McGee and Ford (1987) and Somers (1993) further sub-divided continuance commitment into two. They are personal sacrifice associated with quitting and limited opportunities in other organisations. As a result of investments one has made, he/she is motivated to commit further, and it is difficult to leave (Brown, 1996). Employees will remain in an organisation due to the fear of losing their pension and other benefits (Ahmad & Bakar, 2003). Employees with strong continuance commitment will remain in an organisation as a result of self-interest (Newman, et al., 2011). Meyer and

Allen (1987) opine that an employee who shares continuance commitment with the employer usually made it difficult for an employee to quit the employing organisation.

Normative commitment: Normative commitment refers to perceived obligation to remain with the organisation (Allen & Meyer, 1990). In other words, normative commitment reflects an employee's perceived obligation to continue working in the organisation because he/she believes it is morally right to be loyal to and remain in the organisation (Wang, Indridason & Saunders, 2010). Normative commitment depends on earlier attitudes and values of employees before joining the organisation. Therefore human resource practices do not affect such attitudes and values (Newman et al., 2011). Normative commitment is based on generally accepted principle of reciprocal obligations between organisations and their employees (McDonald & Makin, 2000). The principle of reciprocity is based on the social exchange theory. McDonald and Makin further wrote that when an employee receives certain benefits from an organisation, he/she is under a strong normative obligation to pay them back in some way. As a result of the benefits received by the employee which are more than what he/she might normally expect from the employer, the principle of reciprocity places him/her under a social obligation to pay back in some way. Such benefits might include on the job training, granting of leave for further studies and the likes. Therefore an employee who shares normative commitment remains with the organisation in order to repay the benefits he/she received (Kumari & Afroz, 2013).

2.1.10 Performance Appraisal Justice and Employee Commitment

Employees' perception of fairness in their institutions' performance appraisal experience can increase their faith in the system, thereby, resulting in increased commitment to their organisations or jobs (Sweeney and McFarlin, 1993). According to Pearce and Porter (1986), employees who perceived recognition of their performance to the organisation in their performance appraisal system, have higher tendency to be committed to their jobs. However, with a perceived absence of a high quality performance appraisal experience, employees are unlikely to become committed and consequently feel any sense of reciprocal obligation. In Australia, Brown et al. (2010) investigate how performance appraisal quality affects job satisfaction. Data are collected from 2,336 employees in the Australian public sector organisations ("PSR"), and regression used for the analysis. Findings indicate that employees with "low quality [performance appraisal] experiences (relative to those with mixed and high quality [performance appraisal] experiences are more likely to be less committed to the organisation and more likely to be contemplating leaving the organisation" (p. 375). Likewise, Arshad et al. (2013) explore the link between performance appraisal politics and employee loyalty in the telecommunication industry in Pakistan. The researchers utilise data from 207 employees, and utilising regression analysis, the study shows that the political motives of the appraisers in performance appraisal exercises reduces employees' loyalty or commitment levels.

Recently, Bekele, Shigutu, and Tensay (2014) investigate the link between perceptions of performance appraisal practice on auditors' commitment at the Office of the Auditor General of the Amhara National Regional State. The researchers employ stratified sampling and survey data from 110 employees. The regression results indicate that employees' perception of performance appraisal practice has significant positive effect on the workers' commitment. In a related study in Ghana, Agyare, Yuhui, Mensah, Aidoo, and Ansah (2016) use a sample of 200 employees from selected microfinance organizations to examine performance appraisal justice on job satisfaction. Findings of the study indicate that "employees' commitment is positively related to and impacted by the linkage of appraisals with salary, identification of training needs, clarity of performance appraisal purpose and employee involvement in the formulation of appraisal tools" (p.281). In a similar study in America, Wittmer et al.'s (2010) hierarchical linear modeling results showed that organisational justice, specifically, procedural justice has a significant positive influence on employee commitment in a unionized setting. In Greece, Katou (2013) examined the effect of an integrated HRM system on employee commitment. The data was collected from 1,601 workers operating in 133 public and private sector organisations. Using structural equation modeling, findings indicated that procedural justice and distributive justice affect employee reactions (employee commitment) but procedural justice predicted employee commitments as one of the measures of employee reactions than distributive justice.

Also, Suliman and Al Kathairi (2012) examined the relationship between organisational justice on organizational commitment. The study used a survey data from 500 public sector workers from three government organizations. The empirical results showed that organizational justice (procedural, interactional) has a significant positive influence on employees' affective and continuance commitment. Recently in Ghana, Mensah, Asiamah and Mireku (2016) examined the influence of organizational justice on organizational commitment. The authors used data

from 463 employees working in 13 commercial banks in Koforidua, Ghana. The data was analysed using structural equation modeling. The evidence revealed that organisational justice has a positive effect on organisational commitment. It is important to recognise that some of the studies reviewed (e.g. Katou, 2013; Mensah et al., 2016; Suliman & Al Kathairi, 2012; Wittmer et al., 2010) focused on the broad concept of organisational justice to the neglect of performance appraisal justice. Similarly, the few studies focusing on performance justice impacts on employee commitment (Agyare et al., 2016; Arshad et al., 2013; Bekele et al., 2014; Brown et al., 2010) from various contexts suggest that performance appraisal justice or fairness is instrumental in increasing employee commitment. However, studies within the health sector, including comparative analyses of private and healthcare institutions are very limited, and hard to locate in the literature. Hence, the aim of this study is to contribute to the literature by investigating the effect of performance appraisal justice on employee commitment among private sector and public sector healthcare workers in Ghana.

2.1.11 Relationship between Employee Job Satisfaction and Employee Commitment

Several studies have examined the relationship between job satisfaction and employee commitment (e.g. Ocen et al., 2017; Peluso et al., 2017; Ren et al., 2017; Wang & Seifert, 2017; Valaei & Rezaei, 2016). In the banking sector of Uganda, Ocen et al. (2017, p.742) established that job satisfaction has a significant positive influence on employee commitment. In the information and communications sector, Valaei and Rezaei, (2016) examined the influence of Spector's nine job satisfaction facets on the various dimensions of organizational commitment. Using data from 256 employees, the researchers found that "payment, promotion, fringe benefits, co-worker, communication, operating procedures and nature of the work are positively associated with affective commitment. Furthermore, payment, promotion, fringe benefits, supervision, contingent rewards, operating procedures and nature of the work have a positive relationship" with normative commitment" (p.1663). Similarly, in the beauty industry, Peluso et al. (2017) found that total reward system consisting of base pay, training and development opportunities, and positive work environment have a significant positive influence on TRS on affective commitment. Likewise in China, Ren et al. (2017, p.94) analysed the effect of perception of performance-related and pay level satisfaction on employees' affective commitment, among range of other measures of employee attitudes. The study collected data from employees working in a private beauty company in China's private sector. Results of the study showed that perception of performance-related and pay level satisfaction positively predicted employees' affective commitment.

In UK, using hierarchical regression analysis to analyse data from 8,489 employees working in 497 organisations with an average of 15-25 employees per an organisation from the 2011 Workplace Employment Relations Study in the UK, Wang and Seifert (2017) found that when "compared with those employees who had nominal pay rises during the recession, employees who had "wage cuts or freezes are significantly and negatively associated with their job satisfaction and organizational commitment" (p.935). From the above, it is obvious that satisfied employees are more committed to their organizations but employees who are dissatisfied with their job often contemplate leaving their present organisation.

However, only few studies (e.g. Alegre et al., 2015; Spagnoli et al., 2012; Valaei & Rezaei, 2016) have explored this relationship at the factorial level while most researchers have examined job satisfaction as a single latent construct (e.g. Ocen et al., 2017; Mabasa & Ngirande, 2015; Fu & Deshpande, 2014; Macintosh & Krush, 2014; Song et al., 2015). Moreover, most of the reviewed studies were conducted in foreign contexts and other sectors while the Ghanaian context and the health sector generally received little or no research attention. Based on this, this present study aims to examine the influence of job satisfaction on the commitment level of health workers in Ghana's public and private sectors.

2.1.12 Mediation Role of Employee Job Satisfaction on Performance Appraisal Justice and Employee Commitment

The importance of ensuring fairness or justice in performance appraisal practices in order to enhance job satisfaction among employees has been highlighted in the literature. Some previous studies (e.g. Agyare et al., 2016; Ahmed et al., 2010; Aly & El-Shanawany, 2016; Bowra & Nasir, 2014; Brown et al., 2010; Darehzereshki, 2013; Ganesh & Joseph, 2011; Kampkötter, 2017; Liu et al., 2010; Malik & Aslam, 2013; Shrivastava & Purang, 2011; Sommer & Kulkarni, 2012) demonstrate the significance of performance appraisal justice or fairness in enhancing job satisfaction among workers. For instance, In Germany, Kampkötter (2017) examines job satisfaction levels among employees as an outcome of performance appraisal system. The author collects and analyse a longitudinal sample of

10,500 German employees. Using panel regression analysis, the study shows that performance appraisal system enhances job satisfaction among workers. Similarly, existing evidence (e.g. Agyare et al., 2016; Arshad et al., 2013; Bekele et al., 2014; Brown et al., 2010) suggest that performance appraisal justice or fairness is instrumental in increasing employee commitment. For instance, Bekele et al. (2014) investigate the link between perceptions of performance appraisal practice on auditors' commitment at the Office of the Auditor General of the Amhara National Regional State. The researchers employ stratified sampling and survey data from 110. The regression results indicate that employees' perception of performance appraisal practice has significant positive effect on the workers' commitment. Furthermore, employee's satisfactions also have effect on employee employment. Earlier, Colquitt et al. (2001) argued that distributive justice provides employees with high motivation since it makes them feel their efforts have been fairly acknowledged and rewarded. Similarly, interpersonal justice and informational justice behaviours such as providing adequate information about the procedures and regulations, being courteous and providing respectful treatment to employees, as well as being sincere in dealing with people (Cole, 2004) create a sense of satisfaction among employees to improve their commitment to the organisation. However, when these interpersonal and informational justices are violated, it makes employees feel unfairly treated or discriminated against. This in turn can have a negative impact on their job satisfaction and organizational commitment levels (Nadiri & Tanova, 2010).

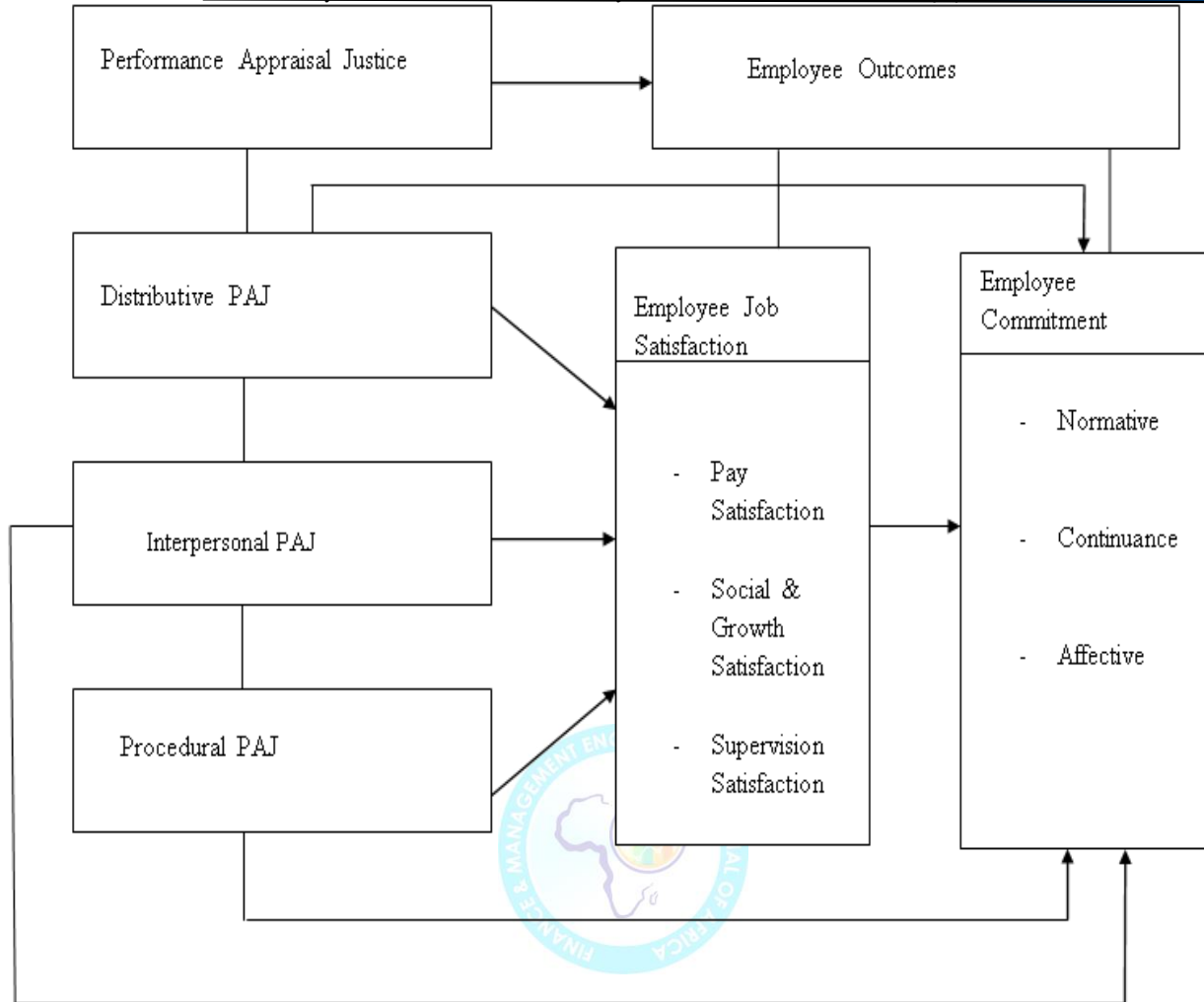
Recently, and using data from 175 expatriate managers working in the United Arab Emirates, Almazrouei, Zacca, Evans, and Dayan (2018) suggest that expatriate managers who express a "lesser degree of favorability toward accepting the foreign assignment appear more sensitive to workplace fairness, such that when they feel treated unfairly, they demonstrate worse outcomes (specifically, job satisfaction and organisational commitment) than those who were in favor of the assignment, and when they feel treated fairly, they demonstrate better outcomes than those who were in favor of the assignment" (p.178). Thus, from the above, it is evident that performance appraisal justice can have a significant effect on employee job satisfaction and employee commitment. Similarly, employee job satisfaction can also enhance employee commitment. This suggests that employee job satisfaction can serve as an important motivational mechanism through which employee job satisfaction can significantly affect employee commitment.

However, there is dearth of studies examining the mediating role of employee job satisfaction in the relationship between performance appraisal justice and employment commitment. For instance, Humborstad and Perry, (2011) found that job satisfaction and organisational commitment as dimensions of job attitudes mediated the influence of empowerment practices on turnover intention. Similarly in America, Wittmer et al. (2010) found that leader-member exchange has partially mediated the effect of procedural justice on organizational commitment and job satisfaction as facets of employee job attitudes. In Greece public and private sectors, Katou (2013) showed that organizational justice (distributive, procedural and interactional) mediated the relationship between integrated HRM system (content, process and climate) and employee motivation, commitment, work engagement, and organizational citizenship behaviour. Recently in Uganda, Ocen et al. (2017, p.742) revealed that job satisfaction can mediate the influence of training on employee commitment in the banking sector. Unfortunately, studies examining the mediating effect of various facets of job satisfaction on the relationship between performance appraisal justice (distributive performance appraisal justice, interpersonal performance appraisal justice, and informational performance appraisal justice) are limited to find in the literature. Consequently, it can be argued that employee job satisfaction can mediate the relationship between performance appraisal justice and employee commitment.

2.1.13 Proposed Model of Performance Appraisal Justice Outcomes

The Figure 2.1 below is the *Model of Performance Appraisal Justice and Outcomes*. It was proposed by the research based on the theoretical propositions of the organisational justice theory (which is discussed in detail under the theories section of this chapter) to guide the implementation of the study.

Figure 2.1: A Model of Performance Appraisal Justice and Outcomes



NB: PAJ = Performance appraisal justice

Source: Author's Own Model (2018)

Performance appraisal justice and how it affects employee outcomes such as employee job satisfaction and commitment can be viewed from the organisational justice theory. Organisational justice is concerned with people's fairness perceptions in their employment relationship (Cropanzano & Greenberg, 1997; Fortin, 2008). Organisational justice is made up of three main components. These are distributive, procedural and interpersonal justice (Cropanzano & Greenberg, 1997; Raza et al., 2013). Recently, informational justice was added to the original three dimensions. Procedural justice protects individuals' interests so that, in the long run, individuals will receive what is due them (Ding & Lin, 2006; Tallman, Phipps & Matheson, 2009). Distributive justice perspective focuses on the fairness of the evaluations received in relation to the work performed (Cropanzano & Greenberg, 1997; Greenberg, 1986; Greenberg & Baron, 2003). Distributive justice is therefore concerned with the perception of fairness on the ratio of one's contribution to one's outcomes and comparison of that ratio with other members of the organisation (Adams, 1965). Interactional justice looks at interpersonal aspect of decision making, particularly the fairness of decision makers' behaviour (Demirel & Yücel, 2013).

The underlying principles of the organizational justice theory therefore, suggest that the effectiveness of any performance appraisal to a large extent is influenced by its perceived fairness. This relates to distributive performance appraisal justice such as fairness of performance-related pay, procedural performance justice such as how fairly the entire performance appraisal process is, and finally, interactional performance appraisal practices in relation to the quality of the interaction between appraisers and appraisees in the practice of performance appraisal (Akanbi & Ofoegbu, 2013; Bieroff et al., 1986; Cropanzano et al., 2007). This further implied that when employees feel that the

organisation has treated them fairly in in relation to the distributive performance appraisal justice, procedural performance justice interactional performance appraisal practices they are likely to feel content with their jobs, hence, making employees become more satisfied with their job. Similarly, performance appraisal practices are fair in the facet of organisational justice, has the potential to offer opportunity to the employees to feel a sense of belonging, hence creating committed employees. Thus, organisational justice has the potential to create powerful benefits for organisations and employees alike by making them have greater job satisfaction experience, which will in turn lead to greater commitment among the employees.

Consequently, the researcher defined appraisal justice based on the above theoretical propositions of the organisational justice theory as how procedural, interactional and distributive outcomes emanating from the results of an appraisal system is perceived to be fair. The Model is thus based on this understanding and propositions of the organisational justice theory to guide the study. Specifically, the model argued that performance appraisal justice (distributive performance appraisal justice, procedural performance justice interactional performance appraisal practices) can have a significant direct positive effect on employee commitment. Furthermore, and as earlier indicated, organisational justice lead to greater job satisfaction experience. This implies that, aside performance appraisal justice (distributive performance appraisal justice, procedural performance appraisal justice, interactional performance appraisal practices) having direct positive effect on employee commitment, it can have indirect effect on employee commitment through employee job satisfaction, since employee job satisfaction can serve as a central motivational mechanism that can convert performance appraisal justice in into greater commitment among the employees. Hence, it is argued that employee job satisfaction can mediate the relationship between performance appraisal justice and employee commitment.

2.2 Different Theories

This section discusses the various theories related to or underpinning the study. Specifically, goal-setting theory, social information processing theory and the theory of organisational control are considered relevant to this study.

2.2.1 Goal-setting theory

As noted above, goal-setting theory is one of the theoretical frameworks underlying this project. A goal is what a person or an organisation attempts to accomplish. People and organisations' actions are driven by goals (Locke, 1969). Goal-setting theory (Locke, Gray & Latham, 2002) was developed in the field of industrial and organizational psychology over a period of two and half decades using about 400 laboratory and field studies. It was shown in these studies that specific and high (hard) goals results in a higher level of individual or organisational performance compared to easy goals or vague and abstract goals such as the exhortation to "do one's best" (Locke et al., 2002). The theory suggests that the level of goal achievement is closely associated with employee satisfaction and performance. Commonly, institutions or companies try to connect the attainment of organisational goals or targets to their remuneration systems such as performance-related pay. The aim is to improve job satisfaction and overall effectiveness of the organisation. Indeed, some earlier empirical studies have found that performance-related pay is related to higher levels of overall employee satisfaction and improved organisational effectiveness (see, Bryson, Clark and Freeman, 2012; Green & Heywood, 2008). The goal setting theory argues that goals can impact on the effectiveness of an organisation via four means or avenues. These ways through which the performance status of an organisation can be improved by having goals are goal difficulty and specificity, direction and attention, effort and persistence, and strategy development (Locke et al., 2002). It is therefore, essential for workers in any organisation to be made aware as well as comprehend the goals that are applicable to their work. This will help them excel in their jobs (Buchner, 2007). The foregoing discussions underscore the importance of performance appraisal system with particular reference to goal-setting. Through performance appraisal, goals are set for workers to achieve. When these specific goals are achieved, it will affect performance and satisfaction of the employee, and consequently the overall effectiveness of the organisation. However, some scholars have questioned the usefulness of performance appraisal or management systems in this regard. They maintained that it is often not clear as to whether goals set for employees are indeed attainable (Buchner, 2007). This suggests that organisations that use performance appraisal to set specific and achievable targets or goals for their workers are more likely to be effective compared to those who do not employ performance appraisals in setting specific goals that are also within their achievement.

Similarly, Baker (1988, p.59) maintained that “performance appraisal can be the most powerful tool a manager has to enhance a subordinate’s productivity. Conversely, the performance appraisal system can stir strong feeling and conflict in the work place”. In this study therefore, the researcher will be guided by the core tenets of this theory in assessing whether goal setting in the performance appraisal practice are helpful in ensuring employee satisfaction and performance or rather a source of employee related problems.

2.2.2 Organisational Control Theory

The theory of control is another relevant theory to the study of performance appraisal practices. The “organizational control is a fundamental issue in a variety of contexts, from both a socio-political and corporate governance perspectives, as well as from a managerial point of view within firms and departments” (Demartini, 2014, p.10) . The control theory is described as a continuous comparative process which is targeted at decreasing the differences between established standards for behavior and the observed effects of actual behavior (Carver & Scheier, 1998). The literature on performance management or performance appraisal system is deeply-rooted in organizational control theory. Abernethy and Chua (1996) described performance management system as a “system that comprises a combination of control mechanisms designed and implemented by management to increase the probability that organizational actors will behave in ways consistent with the objectives of the dominant organizational coalition” (p. 573). The basic assumption of the control theory is that behaviour is shaped through feedback. This provides a basis for evaluating feedback components of performance appraisal systems (Buchner, 2007). In performance appraisal, managers often set goals and targets for their workers to achieve. If these goals or targets are not achieved, the manager and the employee, with peers and customers in the case of 360 degree performance appraisal system will discuss work done so far. If there is an indication that the target will not be realised at the end of a specified period, measures such as training among others will then be taken to support the worker to ensure that the target is met. In this sense, the theory of control supports managers and superiors to anticipate performance target and put measures in place to deal with discrepancies in performance, to ensure that the organisational goals are achieved to make it more effective.

2.2.3 Organisational Justice Theory

As this study seeks to investigate perceived fairness in performance appraisal, the theory of organisational justice is seen as one of the theories that can help in the achievement of the project’s objectives. Organisational justice is concerned with people’s fairness perceptions in their employment relationship (Fortin, 2008). Organisational justice is made up of three main components. These are distributive, procedural and interpersonal justice (Raza et al., 2013). Procedural justice refers to the extent to which those affected by allocation decisions perceive them to have been made based on fair means and rules (Ding & Lin, 2006). Procedural justice protects individuals' interests so that in the long run, individuals will receive what is due them. It enables employees to consider that managerial and organisational decisions are legitimate. When employees perceive decisions and processes as being legitimate, it results in improved job satisfaction and other positive employee outcomes (Tallman, Phipps & Matheson, 2009). Thus, procedural justice is considered as an essential resource for an effective management of people (Loi et al., 2006).

The second aspect of organisational justice theory is distributive justice. It relates to people’s perceptions about the equality in sharing of resources between people (Greenberg & Baron, 2003). It also suggests the perceived equality of the amounts of reward employee receive (Folger & Konovsky, 1989). Accordingly, distributive justice perspective focuses on the fairness of the evaluations received in relation to the work performed (Greenberg, 1986). The root of the concept of distributive justice can be traced to Adams’ (1965) equity theory. The key elements of the equity theory are inputs and outcomes. Inputs are explained as what an employee perceives as his or her contributions to the organisation for which he or she is looking for just return (Adams, 1965). Distributive justice in his view therefore, is concerned with the perception of fairness on the ratio of one’s contribution to ones outcomes and comparison of that ratio with other members of the organisation. Adams (1965) was of the view that unfairness may arise from an inequality between inputs and outputs. He added that in a social exchange process, employees bring certain inputs such as education, effort, experience and the likes to the organisation. As a result, they expect to receive certain outcomes such as pay, promotion and intrinsic satisfaction in return. Equity exists when the perceived inputs are equal to outcomes. However, if the outcomes received are seen to be unfair when compared with inputs, then the employee is likely to experience distributive injustice (Cropanzano & Greenberg, 1997).

The third aspect of organisational justice is interactional justice. Interactional justice looks at interpersonal aspect of decision making, particularly the fairness of decision makers' behaviour (Demirel & Yücel, 2013). It includes the decision maker's provision of satisfactory explanation of the allocation decision as well as treating employees with respect when implementing a decision (Staley, Dastoor, Magner & Stolp, 2003). According to Kang (2007), the above three components of organisational justice work interactively.

Generally, organisational justice is regarded as one of the important factors that determine the success of every organisation (Akanbi & Ofoegbu, 2013). For instance, for an organisation to keep its employees satisfied and loyal, they must be treated equally and fairly. When employees feel that the organisation has treated them fairly in every aspect, they are likely to exhibit more positive work behaviours (Akanbi & Ofoegbu, 2013). They will feel content with their jobs, and consequently demonstrate more organisational citizenship behaviours for the overall success of the organisation. In addition, fairness and justice offers opportunity to the employees to feel a sense of belonging (Akanbi & Ofoegbu, 2013). But employees who are not treated fairly in their organisations become annoyed, frustrated and sometimes disoriented. This may make them engage in unacceptable conducts (Bieroff et al., 1986). Thus, (Cropanzano et al., 2007) posit that organisational justice has the potential to create powerful benefits for organisations and employees alike which include greater trust and commitment.

The importance of justice or fairness in the effective administration of people-related systems such as performance appraisal system cannot be overemphasized. This implies that organisational decisions that are concerned with the allocation of monetary resources, hiring of employees, policy making and policy implications that may affect employees and other stakeholders require special attention with regard to justice (Colquitt, Greenberg & Zapata-Phelan, 2005). With particular reference to performance appraisal, perceived fairness of the performance appraisal process, fairness of performance-related pay, as well as the quality of the interaction between appraisers and appraisees in the practice of performance appraisal can eliminate from employees or appraisees, the feeling of being unfairly treated or cheated with respect to the outcomes of their performance appraisal. The core principles of the organizational justice theory therefore, suggest that the effectiveness of any performance appraisal to a large extent is influenced by its perceived fairness. This relates to distributive, procedural, interactional and informational fairness of performance appraisal practices (Kaleem, Jabeen & Twana, 2013; Thurston Jr. & McNall, 2010; Warokka, Gallato & Moorthy, 2012).

2.3 Historical Thinking

This section of the chapter on historical thinking tried to examine the contributions by earlier scholars and researchers on these important issues of performance appraisal or performance appraisal systems. It covers earlier scholars' perspective of appraisal benefits and usefulness, criticisms and challenges, goals and purposes, performance appraisal methods, among others. Performance appraisal has been the focus of research for several years. For example, in the views of Landy and Farr (1980), performance appraisal is one of the human resource management tools that have received interest for more than seven decades. Landy and Farr (1980) have published one of the widest reviews of performance appraisal research, during three decades (1950 to 1980). They proposed a graphic presentation consisting of five components of performance appraisal research areas (Dhiman & Singh, 2007). The review of Landy and Farr (1980) was based on five categories: 1) roles, such as appraiser's characteristics, appraisees' characteristics and type of appraisal etc., 2) context, such as the goal of rating and type of organization, 3) vehicle, such as rating scales and rating formats, 4) rating process, such as the effect of managerial constraints on appraisal, the effects of job characteristics on ratings, the effects of appraiser training on ratings and 5) results, such as those that deal with raw and transformed performance information. Consequently, these scholars described performance appraisal as a formal practice that evaluates employees' performance.

Some studies on performance appraisal focused on the major areas performance appraisal exercise as well as the objectives of performance appraisal system. For example, Kim (2014) maintained that the main objective of performance appraisal is to measure each employee's annual performance and give feedback to the employee to improve subsequent performance. In the opinion of this researcher, issue of performance appraisal is at the heart of the whole performance management system. The author further added that typical performance appraisal system based on check list or rating scale could be based on two major areas: Firstly, job performance in terms of timeliness, completeness, job difficulties, and so on. The second area is job-fulfilling abilities or traits (core competency) in terms of planning, communication, cooperation, innovation, customer-orientation, among others.

Similarly, writing under the caption “The evaluation of the performance appraisal process” in the *Journal of management History*, Wiese and Buckley (1998) discussed the relevance of formal performance appraisal systems. According to Wiese and Buckley (1998), formal system performance appraisals have several merits if they are well designed and executed. In their views, performance appraisal system assists managers in reward allocation, promotion or demotions, layoffs or recalls, transfers and selecting training and development program for workers. They further added that performance appraisal helps individual worker to take decisions and actions concerning career choices and the subsequent direction of individual time and effort. In addition, performance appraisals can enhance workers’ commitment and satisfaction. Consistent with the goal-setting theory, the literature suggests that performance appraisals should have clear goals set forth for its use. For instance, in his book, *Essentials of Organizational Behavior*, Robbins (1994) posits that “Performance appraisals serve a number of purposes in organizations. First, management uses appraisals for general personnel decisions such as promotions, rewards, transfers, and terminations. Second, appraisals identify training and development needs, not only for individual employees, but also the organization as a whole. Third, performance appraisals can be used to validate selection and development programs. Fourth, appraisals provide feedback to the employees on how the organization views their performance” (p.228). Also, as way of improving performance in organisations in order for them to achieve their intended goals or purpose, Hymes (1996) in his article ‘the bottom-up performance appraisal’, identified four skills as critical in this regard. These skills are: motivation, time management, decision-making and communications. According to the author, “the first three cannot be accomplished without good communication skills” (p.109). Thus, performance appraisal will afford managers an important avenue to develop their communication skills that will go a long way to affect their organisations positively.

In a study, Moats (1999) traced some significant developments in the area of performance appraisal system design and practice during the 1970s, 1980s, and 1990s. According to Moats (1999), the traditional appraisal systems were often closed. This means that individuals are not allowed to see their own reports. The author maintained that from the middle of the 19th Century, most organisations have rejected closed evaluations in favor of open performance appraisals. The open performance appraisal system allows employees to benefit from criticism and praise. Another change the author identified in performance appraisal techniques since the mid-1900s has been a move toward greater employee participation. These include self-analysis, employee input into evaluations, feedback, and goal setting by employees. Consequently, Moats (1999) posits that those changes reflected new research and attitudes about organizational behavior and theory. Flaniken (2009) expanded on the performance appraisal literature by moving the discussion on the usefulness and the challenges of performance appraisal from the profit making sector to the non-profit sector with focus on higher education in the United States.

The researcher: Found a very high usage of staff performance appraisal in its population of 108 Christian colleges and universities. However, it also found a significant amount of dissatisfaction with the appraisal process due to (a) lack of leadership support for the appraisal process, (b) supervisors not being held accountable for the timely completion of their appraisals, and (c) the lack of training provided supervisors for doing performance appraisals well (p.iii). Also, in his study which evaluates the need for a performance appraisal system for the South Trail Fire Department, Intartaglio (2000) identified some benefits and demerits of performance appraisal systems. According to the research findings, most workers like the idea of having feedback and input regarding their work performance. According to the author, “the organization can also benefit by using goals and objectives as standards in the performance appraisal system. The major disadvantages appear to be the subjective nature of current performance appraisal systems and the lack of clear goals and standard” (p.3). Furthermore, Toppo and Prusty (2012) examined the evolution of worker’s performance appraisal system, criticisms the system suffered and how the performance management system came to the practice. The authors’ review has shown that because of the advancement in the management field, appraisal of employee’s performance is not sufficient. According to them, it does not align workers’ contribution with organizational objectives and strategy.

3.0 RESEARCH METHODOLOGY

This section of study deals with the detailed methodology to be applied in conducting the study. It consists of research design, population and sampling, data collection methods, instrumentation, analytical tools and techniques, validity and reliability and ethical considerations.

3.1 Aim of the Study

Depending on the objective or purpose of the research, a study may be described as exploratory, descriptive, explanatory and correlational (Boateng, 2014; Saunders, Lewis & Thornhill, 2009). Exploratory research seeks to explore an area where little is known or little research has been done either in the context, (that is the research area), or on the research topic in that particular context (Boateng, 2014). According to Neuman (2007), exploratory research seeks to find insights and to assess phenomena in new areas to formulate precise questions that can be used in addressing future research. Furthermore, it addresses the “*what?*” question. It provides an understanding to a problem in order to enhance the design and execute more systematic and extensive study. Descriptive research seeks to systematically describe a phenomenon, situation or problem. Descriptive research usually seeks to ask the ‘*what*’ question (Boateng, 2014). Furthermore, Neuman (2007) explains that the descriptive research presents a picture of the specific details of a situation, social setting, or relationship focusing “*how?*” and “*who?*” question. Descriptive researchers use most data-gathering techniques including surveys, field research, content analysis, and historical-comparative research.

Explanatory research seeks to understand and explain a phenomenon, situation or problem (Boateng, 2014). Additionally, Saunders et al. (2009) also explain that studies that establish causal relationships between variables may be termed explanatory research. Neuman (2007) points out that, explanatory research identifies the sources of social behaviors, beliefs, conditions, and events: it documents causes, tests theories, and provides reasons. It builds on exploratory and descriptive research. Even though the types of research purposes are different, it will be beneficial to this research to combine different types of research purposes as advised by Saunders et al. (2009). The aim or objective of this study is descriptive, correlational and explanatory in nature. The study aims to precisely and accurately describe fairness in performance appraisal practices in both private and public sector health organisations and how perceived justice in performance appraisal system can improve job satisfaction and employee commitment. According to Babbie (2008, p.99), ‘scientific descriptions are typically more accurate and precise’. In addition, this study seeks to also establish whether there is a link between performance appraisal justice, employee commitment and job satisfaction. The study further investigates the causal effect of performance appraisal justice on job satisfaction and employee commitment in public and private sector health institutions in Ghana.

3.2 RESEARCH DESIGN

According to Creswell (2009, p. 3), research design is described as the “plans and the procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis”. This study will adopt cross-sectional survey design. The use of this research design will assist the researcher to collect data from the participants at a point in time. The study will also be quantitative in nature. The use of this research technique will help the researcher to use questionnaire to collect numeric data for the study. In addition, this study will adopt comparative research design. The major aim of comparative research is to identify similarities and differences between social entities (Sasaki, 2004). Comparative research aims to: develop concepts and generalizations based on identified similarities and differences among the social entities being compared, especially in their characteristic ways of thinking and acting; in their characteristic attitudes, values, and ideologies; and in the intrinsic elements of their social structures. This then serves as a means of enhancing one’s understanding and awareness of other social entities (Sasaki, 2004, p.3). Comparison is common in all science, as well as the social sciences, where comparative research has traditionally played major functions in their development as scientific disciplines (Lor, 2011). A comparative research can be found in almost all academic fields of study and were employed in almost any topic, ranging from comparative study of the working conditions across nations, to the analysis of the differences of life values within a single societal context, to the examination of the contrasts of face-work in various cultures, to comparative management, to the investigation of the various forms of written documents in different countries or organisations (Droogers, 2005).

Similarly, Caramani (2008, p.1) argued that in the social sciences, “researchers contrast the quality of life between cities, or countries, the stability of governments across countries, economic behavior between social groups, the effects of rituals on social cohesion, the quality and effectiveness of leadership across nations” . Also, some scholars and writers argued that without comparison, all scientific thought is unimaginable (Swanson, 1971, p. 145) and that research, in one form or the other, is necessarily comparative (Lieberson, 1985, p. 44). The use of comparative design in this study will ensure that the research collects data to compare and ascertain whether performance appraisal justice predicts job satisfaction and employee commitment differently among employees in public sector health institutions from employees in private sector health institutions.

The study will also adopt the mixed research method. The use of this research technique will help the researcher to use questionnaire and interview guide to collect data for the study. In the views of Malina, Norreklit and Selto (2011), mixed methods research combines together qualitative and quantitative approach concurrently in order to produce a stronger outcome.

3.3 Ethical Considerations

Malhotra and Peterson (2001) maintain that researchers should seek the consent of participants prior to research, in both qualitative and quantitative research approaches. The researcher will encourage voluntary participation by urging them to sign consent form. The researcher will also ensure confidentiality of the participants by providing the participants with an envelope so that the completed questionnaire is kept in and sealed. The participants will also be informed about the objectives of the study which is purely academic. The researcher will seek approval by submitting to the authorities of the various institutions, an introductory letter from the school stating into detail the intended use of the data and a copy of the questionnaire for the study. As a way of protecting their privacy, the researcher will exclude participants' names, personal identification numbers and any other variable that can be used to identify or trace them either directly or indirectly.

3.4 Research Methods

This sub-section of the chapter three discusses the research samples, results and questionnaires.

3.4.1 Samples

The target population for this study is defined as all supervisors (appraisers) and subordinates (appraisees) in public and private sector healthcare organisations in Ghana. Three hundred and forty-seven (347) employees will be sampled from three (3) public sector health institutions and three private sector healthcare institutions. However, after data cleaning, 302 are usable for analysis. This represents a response rate of 87.03%. Out of this, 165 are from public sector health workers and 136 from private sector health workers. The researcher will adopt purposive sampling technique to select the organisations while the stratified and simple random sampling techniques will also be used to select the participants for the study. The purposive technique will assist the researcher to use personal judgment and intuition to select the organisations or the institutions. The use of stratified sampling technique will ensure that the researcher divides the heterogeneous target population into two homogeneous strata: private sector health workers versus public sector health workers on one hand, and appraisers or supervisors and subordinates (appraisees) on the other hand. This will ensure that each category is fairly represented in this study. After the population is stratified, the simple random sampling technique will then be applied to select the participants in order to obtain a representative sample.

3.4.2 Results

The study seeks to conduct a comparative analysis of the effect of performance appraisal justice on employee commitment among Ghana's public and private sector health workers while at the same time accounting for the mediating role of job satisfaction. The results are expected to show a significant positive effect of performance appraisal justice on job satisfaction and employee commitment. Furthermore, the results are expected to show a significant difference between how performance appraisal justice predicts employee commitment and job satisfaction between the private sector and public sector organisations. Finally, the findings of this study are expected to cause significant improvement in the practice of performance appraisal systems in organisations. It is also expected to instigate further research on the issues.

3.4.3 Research Questionnaire

The study will use both questionnaire and interview guide as the research instruments to collect primary data for the study. The data for the study will be collected mainly from primary sources through questionnaire administration. Ahiawodzi (2011, p.2) describes primary data as a data that is "collected at firsthand in order to satisfy the purposes of a particular statistical enquiry". According to him, primary data are collected by the researcher himself. He knows the conditions under which they are collected. Therefore, the researcher is aware of any limitations it may contain. The researcher will not conduct secondary research because Babbie (2008) maintains that the secondary

research involves the recurrent question of validity. When one researcher collects data for one particular purpose, one has no assurance that those data will be appropriate for the new researcher's interests. The research instruments will contain sections relating to the demographic information of the participants, performance appraisal challenges, performance appraisal justice, employee commitment, and job satisfaction. The researcher will adopt questionnaires or items from previous studies and modify it to satisfy the objectives of this study. The following presents some details of the questionnaires:

Performance Appraisal Justice: Section A of the questionnaire will measure performance appraisal justice. The scale will be adapted from Colquitt (2001). It will be measured on a 5- Likert scale where 1= strongly disagree to 5 = strongly agree. Sample items are: *"Employee have influence over the outcomes of PA procedures; employee can appeal against the outcomes arrived at by the PA procedures; Employee supervisor treated him/her with dignity during the PA meeting; employee's supervisor communicated details regarding the PA process in a timely manner"*.

Employee Commitment: The section B of the questionnaire will measure Employee Commitment. The 18-item scale of Meyer et al.' (1993) organisational commitment scale will be adopted and modified to measure employee commitment in this study. It will be measured on a 5- Likert scale where 1= strongly disagree to 5 = strongly agree. Sample items are: *"Employee would be very happy to spend the rest of his/her career with this organization; It would be very hard for employee to leave his/her organization right now, even if he/she wanted to; Even if it were to the employee's advantage, he/she did not feel it would be right to leave his/her organization now; If employee had not already put so much of himself/herself into this organization, he/she might consider working elsewhere"*.

Job Satisfaction: Section C of the questionnaire will measure job satisfaction. It will be adopted from Job Diagnostic Survey (JDS; Hackman & Oldham, 1975) and modify to meet the requirements of this study. Originally, it is measured a 7-point Likert scale but will be modified and be measured on a 5- Likert scale, where (1) "extremely dissatisfied" to (5) "extremely satisfied." Sample items include: *"I am satisfied with the amount of pay and fringe benefits he/she receives; I am satisfied with the degree of respect and fair treatment he/she receives from his/her supervisor; I am satisfied with how secure things look for him/her in the future in this organization"*.

Demographic Variables: Section D will collect data on demographic background characteristics of the respondents such as gender, age, educational level, working experience, organisational tenure, among others.

3.4.4 Interview Guide

The interview guide will be also used to gather information in the respondent or interviewee's own words from which insights on their interpretation can be obtained. The type of interviews range from unstructured, semi-structured to totally structured interviews (Boateng, 2014). Unstructured and semi-structured interview is appropriate for exploratory research. Questions are open-ended and impromptu questions are welcome. There is no structured format; hence it is flexible. There is also flexibility under semi-structured interview. With totally structured questions, questions are self-coding in that each choice is pre-assigned a code (Sorensen, 2000). This study will adopt unstructured interview to explore the issues of performance appraisal justice, employee commitment and job satisfaction into detail. The interview guide will be developed based on literature review. It has two sections. The first section collects information that is directly related to the research objectives. Sample questions under this section are: *"How do you describe your performance appraisal procedures - is it fair? Does performance appraisal justice predict job satisfaction? Does performance appraisal justice influence employee commitment? What effect does performance appraisal justice have on employee commitment?"*The study will interview five respondents from the organisations that will be selected to participate in the study. It will include both subordinates and supervisors.

3.4.5 Data Analysis

Quantitative Data Analysis: With the aid of Statistical Products and Services Solution (SPSS) version 22.0, the researcher will employ descriptive statistics, Pearson Product Moment Correlation Coefficient and regression to analyse the data. The descriptive statistics such as skewness, kurtosis, Normal Q-Q plot, Normal P -P plot, boxplot and scatterplot will be used to explore the data in order to investigate or diagnose various assumptions that underline regression analysis. The Pearson Correlation will assist the researcher to establish whether relationship exist between performance appraisal justice and job satisfaction, and employee commitment, while regression analysis will assist the researcher in establishing causal effect of the independent variable (that is, performance appraisal justice) on the dependent variables (that is, employee commitment and job satisfaction) of the study. Multiple linear regression analysis is a tool for predicting a dependent variable based on several independent or explanatory variables. It

therefore, allows for the simultaneous investigation of the effect of two or more independent variables on a single dependent variable (Cooper & Schindler, 2007; Hair, Anderson, Tatham & Black, 1998). Researchers such as Mackinnon, Preacher and Hayes suggested and advocated using bootstrapping method as a robust means for assessing significance of the indirect effect, and this method has proven to perform best in terms of both power and controlling Type I error rates (Preacher, Rucker, & Hayes, 2007). Bootstrapping is a nonparametric resampling technique which does not impose the assumption of normality of the sampling distribution (Preacher & Hayes, 2008). Bootstrap method is especially useful for examining “sampling distributions. This approach treat the collected research sample as a ‘population reservoir’ from which a large number of random samples are drawn with continuous replacement such probability of selection for any given case remains equal over every random draw” (Mallinckrodt, Abraham, Wei, & Russell, 2006, p.373-374). In other words, the bootstrapping method draws n samples, say 5000 samples, with replacement from the original sample, and then re-estimate mediation model and calculate the indirect effect (ab) within each bootstrapping sample, and the percentile confidence intervals, the bias-corrected confidence intervals of the indirect effect will be constructed. If zero does not include in the confidence intervals, a conclusion that the indirect effect is significantly different from zero at $P < 0.05$ can be drawn. MacKinnon, Lockwood and Williams (2004) posit that the bootstrap approach affords greater statistical power than the normal theory approach and that the advantages are relatively greater as either the sample size or the effect size decreases. “Use of bootstrap methods provides greater precision when calculating confidence intervals regardless of the sample size, effect size, or level of statistical significance suggested by the NT findings” (Mallinckrodt et al., 2006, p.37).

Qualitative data Analysis: The qualitative data which will be collected using the interview guide will be analysed using thematic analysis. According to Boyatzis (1998), thematic analysis systematises and provides rich and in-depth description of the research data. One of the “primary benefits of thematic analysis are its flexibility, which comes from not being theoretically bound, limited, or constrained. Consequently, thematic analysis becomes a useful, flexible research tool that has the potential to provide ‘a rich and detailed, yet complex’, account of data’ if undertaken properly (Braun & Clarke, 2006, p.78). In his views, Patton (2002) maintains that thematic analysis provides researchers with much flexibility thereby allowing the researcher to best address the research questions using the qualitative data gathered.

3.4.6 Validity and Reliability

The validity and reliability of the instrument will be assured through a pilot study or pre-testing of the questionnaire. Ten potential participants will be used for the pilot study. The instrument will also be given to my supervisor to use his expert knowledge to assess the understandability and suitability of the questions. The reliability values of the instrument will be assessed using Cronbach’s alpha.

Summary: In summary, this chapter identified and justified the various methodological choices made in the design, collection and analysis of relevant data to achieve the research objectives and hypotheses stated in chapter one. Specifically, the chapter examine the research design, population and sampling, data collection methods, instrumentation, analytical tools and techniques, validity and reliability and ethical considerations.

4.0 DATA ANALYSIS

This study investigates the causal effect of performance appraisal justice on job satisfaction and employee commitment in public and private sector health institutions in Ghana. To achieve its objectives, the study collects both quantitative and qualitative data using questionnaires and interview guide. The data is collected from supervisors (appraisers) and subordinates (appraisees) in public and private sector healthcare organisations in Ghana. Three hundred and forty-seven (347) employees are sampled from three (3) public sector health institutions and three (3) private healthcare institutions. However, after data cleaning, 302 are usable for analysis. This represents a response rate of 87.03%. Out of this, 165 are from public sector health workers and 136 from private sector health workers. The researcher also interviewed five respondents each from the health institutions selected. The next section of this chapter, “context of research sites” provides a brief profile of the institutions that participates in the study as well as the distribution in respect of the research respondents’ demographic data and information.

4.1 Context of Research Sites

The data is collected from six health institutions; three (3) each from the public and the private sector. This study focuses on the health sector because of its contribution to socio-economic development of every nation. People's health status is important as it has direct bearings on their economic conditions and quality of life as well as the overall economic growth of a particular country. As a result, the effectiveness and efficiency in healthcare delivery is essential in any health sector and their institutions. Healthcare delivery can be described as the prevention, treatment, and management of illness. It also involves the promotion of mental and physical wellbeing of people (Bond & Corner, 2002). Healthcare delivery is generally grouped into three depending on the type of service provision. These are primary level, secondary level or tertiary level healthcare services. Provision of health related services at these levels should prioritise quality health service delivery to patients. In the views of World Health Organization (WHO), quality healthcare system is one that is safe (that is, void of injuries to patients), effective, that is, the services given based on scientific knowledge, and patient centered - care provided is respectful and responsive to individual patient preferences, needs, values and that patient values guide all clinical decisions. Aside quality, it needs to be equitable and timely to reduce waits and harmful delays (WHO, 2003). To achieve the above, health institutions and their managers need to implement measures such as instituting performance management systems with high level of fairness and equity so as to improve job satisfaction and increase the commitment of their employees to the objectives and aspirations of their institutions.

4.2 Analysis of Questionnaire

4.2.1 Demographic Data Analysis

This section presents the demographic profile of the research participants in respect of their gender, age, education, work experience, organisational tenure, and sectoral distributions of the research participants.

Gender Distribution of the Respondents: The gender distribution of the respondents is shown in Table 4.1. From the result, 149 representing 49.30% were males and 153 representing 50.70% were females. Thus, majority of the respondents are females.

Table 4.1: Gender Distribution of the Respondents

Gender	Frequency	Percentage (%)
Male	149	49.30s
Female	153	50.70
Total	302	100

Source: Field survey (2018)

Age Distribution of the Respondents: Table 4.2 shows the age distribution of the respondents. From the results, 147 respondents representing 48.70% are 18 -27 years, 96 representing 31.80% are 28 -37 years, and 47 representing 15.60% are 38 – 47 years. Also, 9 respondents representing 3.00% are 48- 57 years, and 3 representing 1.00% are 58 years old and more. Overall, it can be inferred that more young adults participate in the study than old adults.

Table 4.2: Age Distribution of the Respondents

Age	Frequency	Percentage
18 – 27	147	48.70
28 – 37	96	31.80
38 – 47	47	15.60
48 – 57	9	3.00
58 and more	3	1.00
Total	302	100

Source: Field survey (2018)

Educational Background of the Respondents: The educational background of the respondents is illustrated in Table 4.3. The results as shown below indicate that 25 (8.30%) of the respondents have Senior High School, Advanced (A) and Ordinary (O) level education, 127 (42.10%) have Diploma education, 35 (11.60%) have Higher National Diploma education, 101 (33.40%) have Bachelor degree and 14 (4.60%) have Postgraduate degree. Based on this distribution, it can be concluded that the respondents generally are well-educated, and thus are in better position to appreciate and describe whether there is justice or fairness in performance appraisal practices, as well as their personal level of job satisfaction and commitment.

Table 4.3: Educational Background of the Respondents

Education	Frequency	Percentage
Senior High School/A/O Level	25	8.30
Diploma	127	42.10
Higher National Diploma	35	11.60
Bachelor Degree	101	33.40
Postgraduate Degree	14	4.60
Total	302	100.00

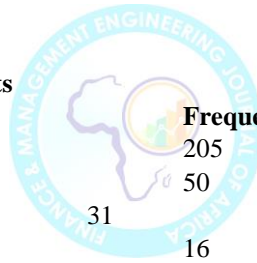
Source: Field survey (2018)

Work Experience of Respondents: Table 4.4 shows the work experience of respondents. From the results, 205 respondents representing 67.90% have 1-5 years work experience in years, 50 representing 16.60% have 6- 10 years in work experience, 31 representing 10.30% have 11 -15 years in work experience, and 16 representing 5.30% have 16 years and more in work experience.

Table 4.4: Work Experience of Respondents

Experience	Frequency	Percentage
1 – 5	205	67.90
6 – 10	50	16.60
11 – 15	31	10.30
16 and more	16	5.30
Total	302	100.00

Source: Field survey (2018)



Organisational tenure: The organisational tenure of the respondents is shown in Table 4.5. From the results, 66.20% of the respondents had 1-5 years in organisational tenure, 23.80% had 6-10 years in organisational tenure, and 6.60% had 11-15 years in organisational tenure. Finally, 14 respondents representing 3.30% have being working with their present organisation for 16 years and more.

Table 4.5: Organisational tenure distribution of the respondents

Organisation Tenure	Frequency	Percentage
1 – 5	200	66.20
6 – 10	42	23.80
11 – 105	26	6.60
16 years and more	14	3.30

Frequency of Performance Appraisal: Table 4.6 shows the frequency of performance appraisal in the sampled organisations. The frequencies are as follows: annual (62.30%), semi-annually (24.80%), quarterly (6%), weekly (2.60%), and daily (4.30%). Thus, annual appraisal is the most frequent while weekly is the least performance appraisal periods.

Table 4.6: Frequency of Performance Appraisal

Appraisal Frequency	Frequency	Percentage
Annually	188	62.30
Semi-annually	75	24.80
Quarterly	18	6.00
Weekly	8	2.60
Daily	13	4.30
Total	302	100.00

Source: Field survey (2018)

Performance appraisal Criteria: The criteria of performance appraisal system in the selected organisations are illustrated in Table 4.7. As shown in the results, majority (63.20%) of the organisations use both objective and subjective criteria, some (20.20%) use only objective criteria, and few (16.60%) employ only subjective criteria in their performance appraisal system.

Table 4.7: Nature of Performance Appraisal System

Appraisal Criteria	Frequency	Percentage
Objective criteria	61	20.20
Subjective criteria	50	16.60
Both	191	63.20
Total	302	100.00

Source: Field survey (2018)

Exploratory Factor Analyses: Exploratory factor analysis (EFA) was performed on the data to enhance construct validity. The Varimax rotation method was used to extract the underlying factors and also to retain items that have high correlations with the variables for analyses. The following table below showed the Kaiser-Meyer-Olkin (KMO) Sampling Adequacy test, Cumulative variance explained (CVE) and Bartlett's test of Sphericity. The above tests indicated that the sample was adequate for factor analysis.

Table 4.8: Exploratory Factor Analysis of Performance Appraisal Justice

Construct Items	Factor 1	Factor 2	Factor 3
PAJ6: The outcome of PA process reflects the effort employee has put into his/her work	0.796		
PAJ8: The outcome of PA process reflects what employee have contributed to the organization	0.850		
PAJ12: During the PA meeting, employee supervisor treated him/her in a polite manner		0.659	
PAJ13: Employee supervisor treated him/her with dignity during the PA meeting		0.676	
PAJ14: Employee's supervisor treated him/her with respect during the PA meeting		0.626	
PAJ15: Employee's supervisor refrained from improper remarks or comments		0.746	
PAJ16: Employee was candid in (his/her) communications with employee		0.600	
PAJ17: Employee's supervisor explained the procedures of the PA process thoroughly			0.759
PAJ18: Employee's supervisor gave reasonable explanations regarding the procedures			0.716
PAJ20: Employee's supervisor communicated details regarding the PA process in a timely manner			0.783

<i>Cumulative percentage of Variance Explained (CVE) =</i>		60.024%
<i>KMO Sampling Adequacy =</i>		0.823
<i>Bartlett's test of Sphericity (x²)</i>		759.359***

The exploratory factor analysis results retained ten (10) out of 20 original construct items. The items accounted for more than half (60.02%) of the variance in performance appraisal justice. It has a KMO Sampling Adequacy of 0.823 with a Bartlett's test of Sphericity (x²) of 759.359, which is significant at 0.1% (0.001) level of significance. This indicates that the sample was adequate for exploratory factor analysis. Also, these nine measurement items of performance appraisal justice were loaded on three different factors. This means that there are three main underlying factors of performance appraisal justice.

Table 4.9: Exploratory Factor Analysis of Performance Employee Commitment

Construct Measurement Items	Factor 1	Factor 2	Factor 3
EC18: Employee owe a great deal to his/her organization	0.843		
EC17: Employee would not leave his/her organization right now because he/she has a sense of obligation to the people in it	0.808		
EC16: This organization deserves employee's loyalty	0.698		
EC3: Employee do not feel a strong sense of belonging to his/her organization		0.824	
EC4: Employee do not feel emotionally attached to this organization		0.820	
EC5: Employee do not feel like part of the family at his/her organization		0.719	
EC10: Employee feel that he/she has too few options to consider leaving this organization			0.776
EC8: It would be very hard for employee to leave his/her organization right now, even if he/she wanted to			0.644
EC12: One of the few negative consequences of leaving this organization would be the scarcity of available alternatives			0.625
EC9: Too much of employee's life would be disrupted if he/she decided he/she wanted to leave the organization now			0.597
<i>Cumulative percentage of Variance Explained (CVE) =</i>			58.32%
<i>KMO Sampling Adequacy =</i>			0.671
<i>Bartlett's test of Sphericity (x²)</i>			644.057***

The table 4.9 showed the exploratory factor analysis results of employee commitment. From the results, ten (10) out of the 18 original construct items from the measurement of employee commitment were retained for further analysis. The retained items accounted for 58.32% of the variations in employee commitment. Also, the items have a KMO Sampling Adequacy of 0.671 with a Bartlett's test of Sphericity (x²) of 644.057, which is significant at 0.1% (0.001) level of significance. This indicates that the sample was adequate for exploratory factor analysis. Moreover, these retained eight measurement items of employee commitment were loaded on three different factors. This means that there are three main underlying factors of employee commitment, which in actual is consistent with the original dimensions of the scale used.

Table 4.10: Exploratory Factor Analysis of Employee Satisfaction

Construct Measurement Items	Factor 1	Factor 2	Factor 3
JS7. The chance to get to know other people while on the job.	0.728		
JS4. The people he/she talks to and work with on his/her job.	0.703		
JS10. The amount of independent thought and action he/she can exercise in his/her job.	0.682		
JS11. How secure things look for him/her in the future in this organization	0.636		

JS8. The amount of support and guidance he/she receives from his/her supervisor.		0.850	
JS14. The overall quality of the supervision he/she receives in his/her work.		0.789	
JS5. The degree of respect and fair treatment he/she receives from his/her supervisor.		0.664	
JS9. The degree to which he/she is fairly paid for what he/she contributes to this organization.			0.839
JS2. The amount of pay and fringe benefits he/she receives.			0.835
<i>Cumulative percentage of Variance Explained (CVE) =</i>			65.97%
<i>KMO Sampling Adequacy =</i>			0.803
<i>Bartlett's test of Sphericity (χ^2)</i>			807.534***

The table 4.10 showed the exploratory factor analysis results of employee job satisfaction. From the results, nine (9) out of the original 14 construct items from the measurement of employee job satisfaction were retained for further analysis. The retained items accounted for 65.97% of the variations in employee job satisfaction. Also, the items have a KMO Sampling Adequacy of 0.803 with a Bartlett's test of Sphericity (χ^2) of 807.534, which is significant at 0.1% (0.001) level of significance. These results therefore indicate that the sample was adequate for exploratory factor analysis. Moreover, unlike the original scale which has 5 sub-factors, the retained measurement items of employee job satisfaction were loaded on three different factors. This means that there are three main underlying factors of employee job satisfaction.

Table 4.11: Descriptive Analysis of Construct Items for Performance Appraisal Justice

Measurement Items and Sub-Factors of Performance Appraisal Justice	Mean	S.D
<i>Distributive performance appraisal justice (Factor 1)</i>		
PAJ6: The outcome of PA process reflects the effort employee has put into his/her work	3.752	1.076
PAJ8: The outcome of PA process reflects what employee have contributed to the organization	3.719	0.934
<i>Interpersonal/Interactional performance appraisal justice (Factor 2)</i>		
PAJ12: During the PA meeting, employee supervisor treated him/her in a polite manner	3.738	0.812
PAJ13: Employee supervisor treated him/her with dignity during the PA meeting	3.685	0.913
PAJ14: Employee's supervisor treated him/her with respect during the PA meeting	3.762	0.841
PAJ15: Employee's supervisor refrained from improper remarks or comments	3.444	0.996
PAJ16: Employee was candid in (his/her) communications with employer	3.527	0.888
<i>Procedural performance appraisal justice (Factor 3)</i>		
PAJ17: Employee's supervisor explained the procedures of the PA process thoroughly	3.626	0.934
PAJ18: Employee's supervisor gave reasonable explanations regarding the procedures	3.722	0.920
PAJ20: Employee's supervisor communicated details regarding the PA process in a timely manner	3.37	0.938

Table 4.12: Descriptive Analysis of Construct Items for Employee Commitment

Measurement Items and Sub-Factors of Employee Commitment	Mean	S.D
<i>Normative Employee Commitment (Factor 1)</i>		
EC18: Employee owe a great deal to his/her organization	3.361	1.117
EC17: Employee would not leave his/her organization right now because he/she has a sense of obligation to the people in it	3.133	1.107
EC16: This organization deserves employee's loyalty	3.828	0.977
<i>Continuance Employee Commitment (Factor 3)</i>		
EC10: Employee feel that he/she has too few options to consider leaving this organization	3.013	1.121
EC8: It would be very hard for employee to leave his/her organization right now, even if he/she wanted to	3.083	1.148
EC12: One of the few negative consequences of leaving this organization would be the		

scarcity of available alternatives	3.139	1.066
EC9: Too much of employee's life would be disrupted if he/she decided he/she wanted to leave the organization now	2.871	1.135
Affective Employee Commitment (Factor 2)		
EC3: Employee do not feel a strong sense of belonging to his/her organization	2.825	1.096
EC4: Employee do not feel emotionally attached to this organization	2.685	1.131
EC5: Employee do not feel like part of the family at his/her organization	2.692	1.153

Table 4.13: Descriptive Analysis of Construct Items for Employee Job Satisfaction

Measurement Items and Sub-Factors of Employee Job Satisfaction	Mean	S.D
Social and Growth Satisfaction (Factor 1)		
JS7. The chance to get to know other people while on the job.	3.672	0.905
JS4. The people he/she talks to and work with on his/her job.	3.702	0.834
JS10. The amount of independent thought and action he/she can exercise in his/her job.	3.354	0.966
JS11. How secure things look for him/her in the future in this organization.	3.179	1.034
Supervision Satisfaction (Factor 2)		
JS8. The amount of support and guidance he/she receives from his/her supervisor	3.702	0.880
JS14. The overall quality of the supervision he/she receives in his/her work.	3.507	0.907
JS5. The degree of respect and fair treatment he/she receives from his/her supervisor.	3.596	0.941
Pay Satisfaction (Factor 3)		
JS2. The amount of pay and fringe benefits he/she receives.	2.901	1.160
JS9. The degree to which he/she is fairly paid for what he/she contributes to this organization.	3.106	1.127

Reliability Analysis: To measure internal consistency or reliability of the measurement scales, Cronbach's alpha is computed and the results presented in Table 4.14. Performance appraisal justice has three main dimensions, which are distributive performance appraisal justice, interpersonal performance appraisal justice and informational performance appraisal justice. From the results, distributive performance appraisal justice has a Cronbach's alpha value of 0.67; interpersonal performance appraisal justice has a Cronbach's alpha value 0.74, and informational performance appraisal justice has a Cronbach's alpha value of 0.72. Similarly, employee commitment has three dimensions, namely, affective employee commitment, continuance employee commitment, and normative employee commitment. Cronbach's alpha values for affective employee commitment, continuance employee commitment and normative employee commitment are 0.61, 0.61 and 0.71 respectively. Furthermore, employee social and growth satisfaction has a Cronbach's alpha value of 0.73; satisfaction with supervision has a Cronbach's alpha value of 0.74 and employee pay satisfaction. Based on Hair et al.'s (2010) recommended minimum threshold of 0.60, it can be concluded that the measurement scales have demonstrated sufficient level of internal consistency.

Table 4.14 Reliability Analysis

Variables	Number of Items	Cronbach's alpha
Performance Appraisal Justice:		
Distributive performance appraisal justice	2	0.67
Interpersonal performance appraisal justice	5	0.74
Procedural performance appraisal justice	3	0.72
Employee commitment:		
Affective commitment	3	0.61
Continuance commitment	4	0.61
Normative commitment	3	0.71
Employee job satisfaction:		
Social and growth satisfaction	4	0.73
Supervision satisfaction	3	0.74
Pay satisfaction	2	0.74

Source: Field survey (2018)

Test of Normality: In order to ascertain the normality of the data (one of the important assumptions underlying the use of regression analysis), skewness and kurtosis scores of dependent variable are computed. An absolute value of the score greater than 1.96 or lesser than -1.96 is significant at $P < 0.05$, while greater than 2.58 or lesser than -2.58 is significant at $P < 0.01$, and greater than 3.29 or lesser than -3.29 is significant at $P < 0.001$ (Field, 2009). According to Field (2009), in small samples, skewness and kurtosis tests' values of ± 1.96 "are sufficient to establish normality of the data. However, in large samples (200 or more) with small standard errors, this criterion should be changed to ± 2.58 and in very large samples no criterion should be applied" (p.822). As shown in Table 4.15, distributive performance appraisal justice has skewness of -5.43 and kurtosis value of -0.50, interpersonal performance appraisal justice has a skewness of -0.50 and kurtosis of -0.50, and informational performance appraisal of skewness of -4.71 and kurtosis of 1.21. Also, employee social and growth satisfaction has skewness of -5.79 and kurtosis of 2.29, supervision satisfaction has a skewness of -6.36 and kurtosis 3.96, and pay satisfaction has a skewness of -2.43 and kurtosis of -1.89. Similarly, employee normative commitment has a skewness of -4.14 and a kurtosis of -0.25, employee continuance commitment has a skewness of -0.79 and kurtosis of -0.79, and affective employee commitment has a skewness of 1.00 and kurtosis of -1.57. Using Field's (2009) criteria as earlier indicated above, it can be inferred that the data is normally distributed at 1% level of significance.

Table 4.15: Descriptive Tests of Normality

Variables	Skewness			Kurtosis		
	Stat	S.E	Z	Stat	S.E.	Z
Performance appraisal justice:						
Distributive appraisal justice	-0.76	0.14	-5.43	-0.14	0.28	-0.50
Interpersonal appraisal justice	-0.07	0.14	-0.50	-0.14	0.28	-0.50
Procedural justice	-0.66	0.14	-4.71	0.34	0.28	1.21
Employee job satisfaction:						
Social and growth satisfaction	-0.81	0.14	-5.79	0.64	0.28	2.29
Supervision satisfaction	-0.89	0.14	-6.36	1.11	0.28	3.96
Pay satisfaction	-0.34	0.14	-2.43	-0.53	0.28	-1.89
Employee commitment:						
Normative commitment	-0.58	0.14	-4.14	-0.07	0.28	-0.25
Continuance commitment	-0.11	0.14	-0.79	-0.22	0.28	-0.79
Affective commitment	0.14	0.14	1.00	-0.44	0.28	-1.57

Source: Field survey (2018)

Graphical Tests of Normality: Beyond the descriptive tests of normality, that is skewness and kurtosis, the study use a range of graphical normality tests such as the Normal Q-Q Plot, Normal P-P plot, and histogram. The following presents the results of graphical normality tests.

Normal Q-Q Plots: Figure 4.1 shows the normal Q-Q plot of performance appraisal justice. From the diagram, it can be observed that most of the data are clustered around the mean. Hence, performance appraisal justice is normally distributed based on Normal Q-Q plot.

Figure 4.1: normal Q-Q plot of performance appraisal justice
Normal Q-Q Plot of PAJustice

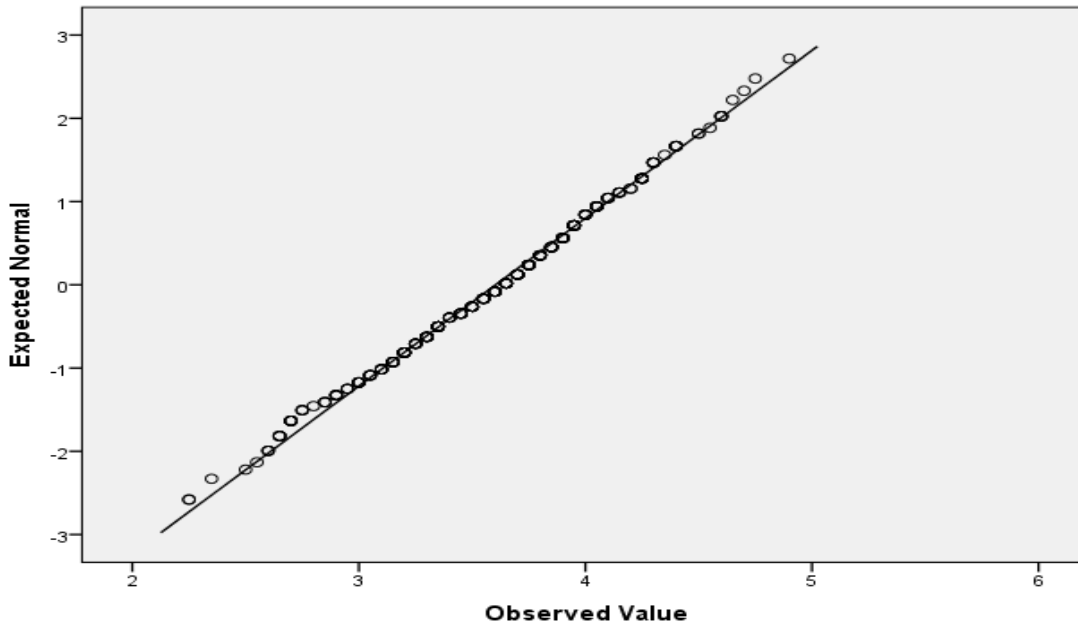


Figure 4.2 shows the Normal Q-Q Plot of employee commitment variable. Since, most of the observations are centered on the mean, it is concluded that employee commitment is normally distributed based on the Normal Q-Q Plot.

Figure 4.2: Normal Q-Q Plot of Employee Commitment

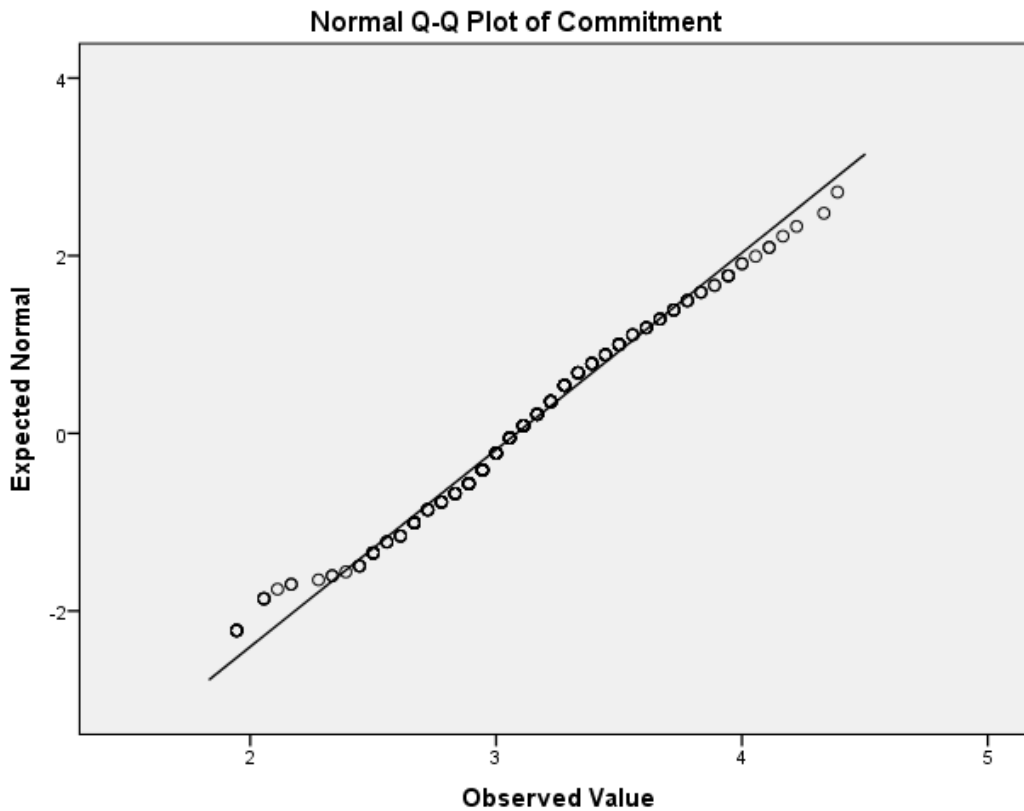


Figure 4.3 presents the Normal Q-Q Plot of Job Satisfaction. As shown in the figure, majority of the data are centered on the mean. It is therefore inferred that the Job Satisfaction is normally distributed.

Figure 4.3: Normal Q-Q Plot of Job Satisfaction

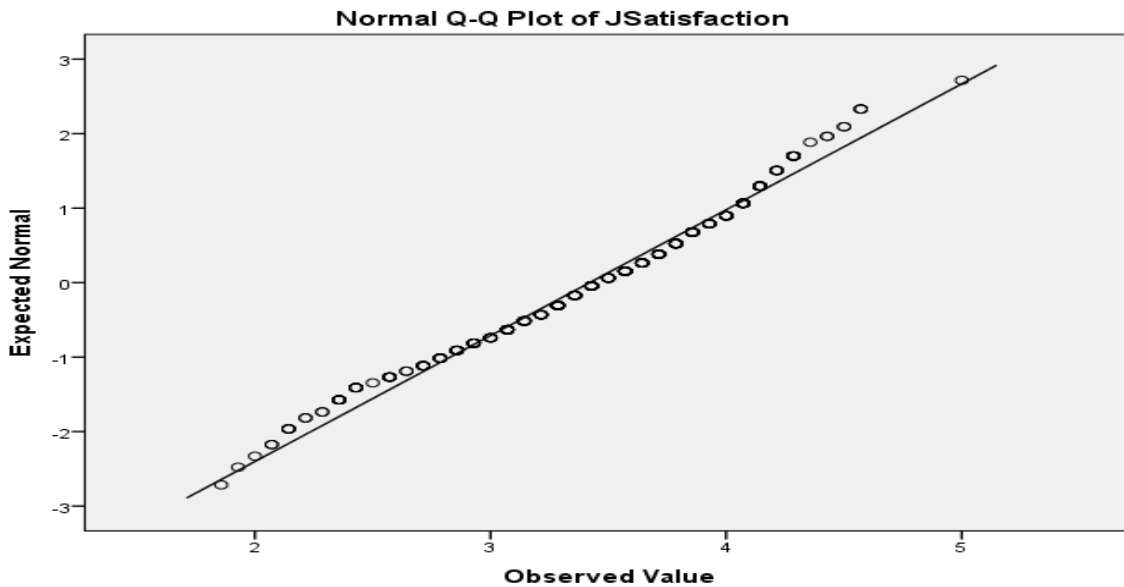


Figure 4.4 shows the histogram and normal curve of Job Satisfaction. Based on the shape of curve, it can be concluded the Job Satisfaction is normally distributed.

Figure 4.4: Histogram of Job Satisfaction

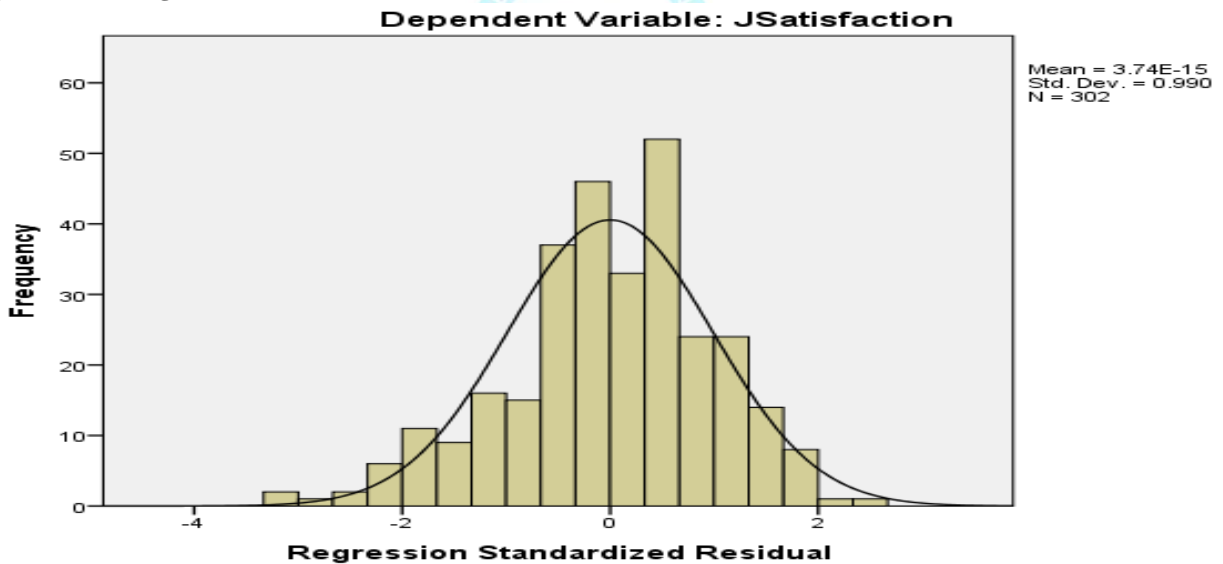


Figure 4.5 shows the histogram with normal curve for employee commitment. From the results, it is obvious that employee commitment scale is normally distributed.

Figure 4.5 Histogram with Normal curve for Employee Commitment

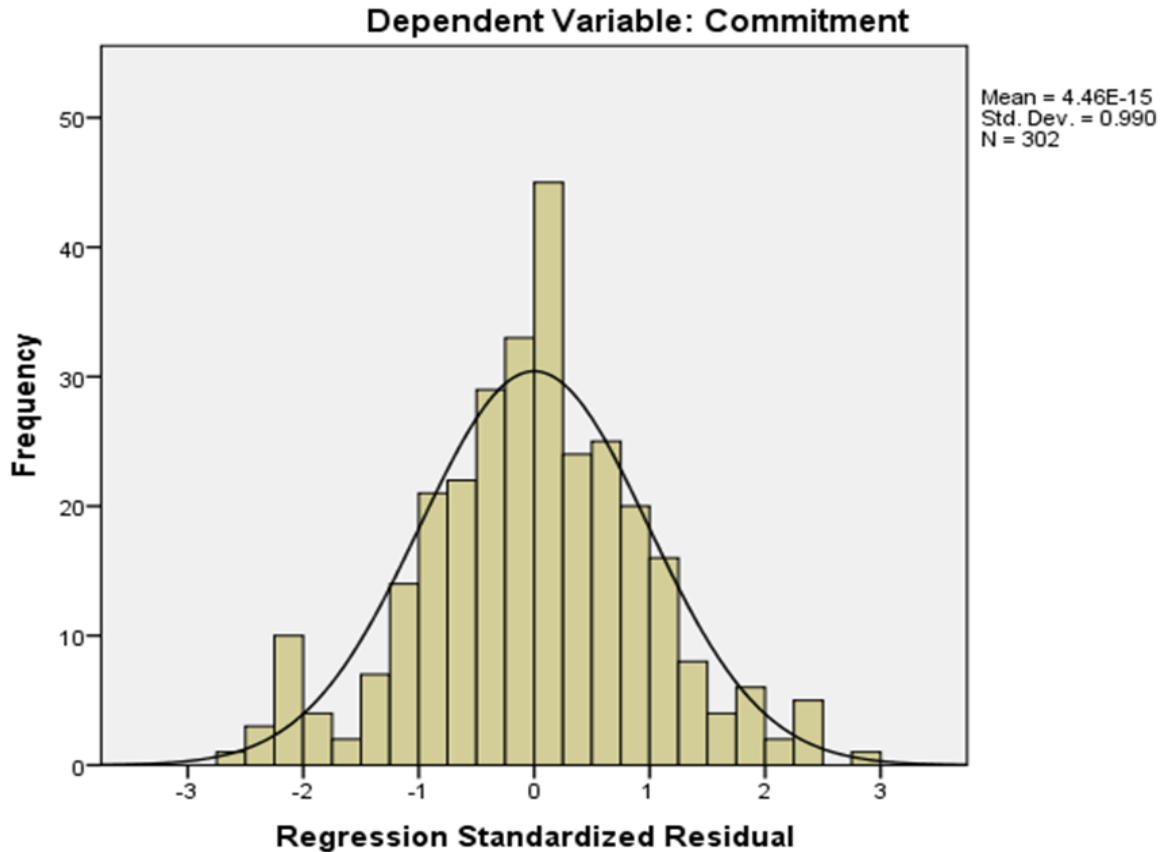


Figure 4.6, Figure 4.7, and Figure 4.8 show histogram with normal curve for performance appraisal justice, job satisfaction and employee commitment for both public and private sectors. Based on the shapes of all the figures, it is concluded the data is normally distributed.

Figure 4.6: Histogram with Normal curve for Performance Appraisal Justice for both Public and Private Sectors

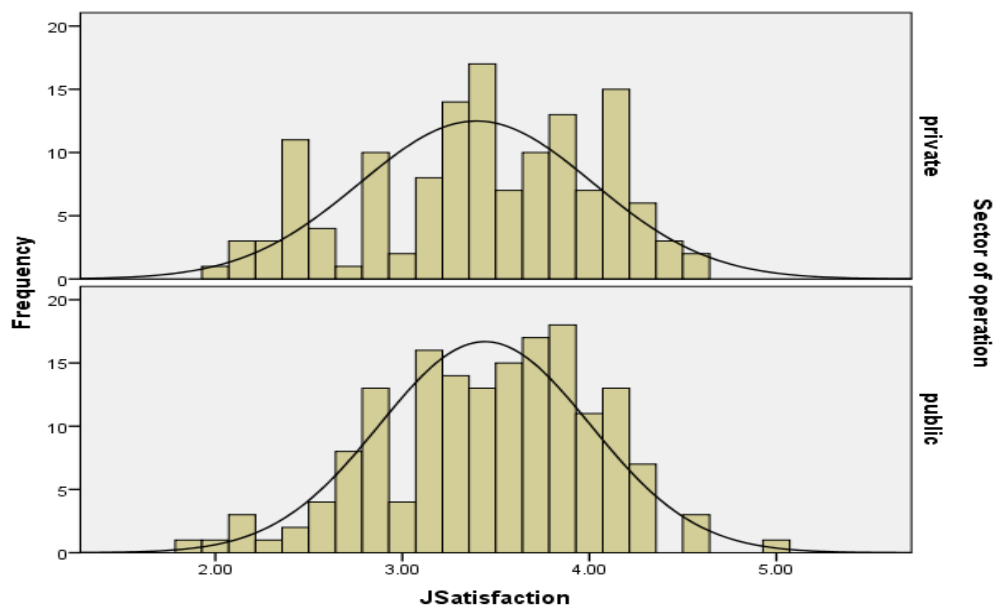


Figure 4.7: Histogram with Normal curve for Performance Appraisal Justice

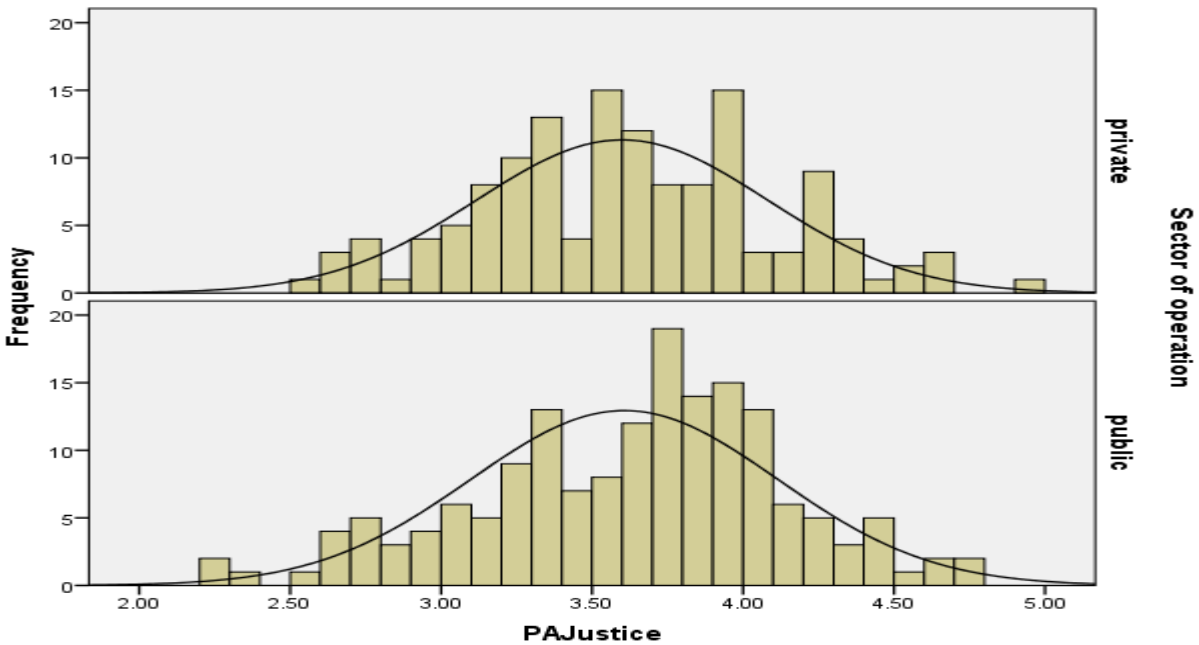
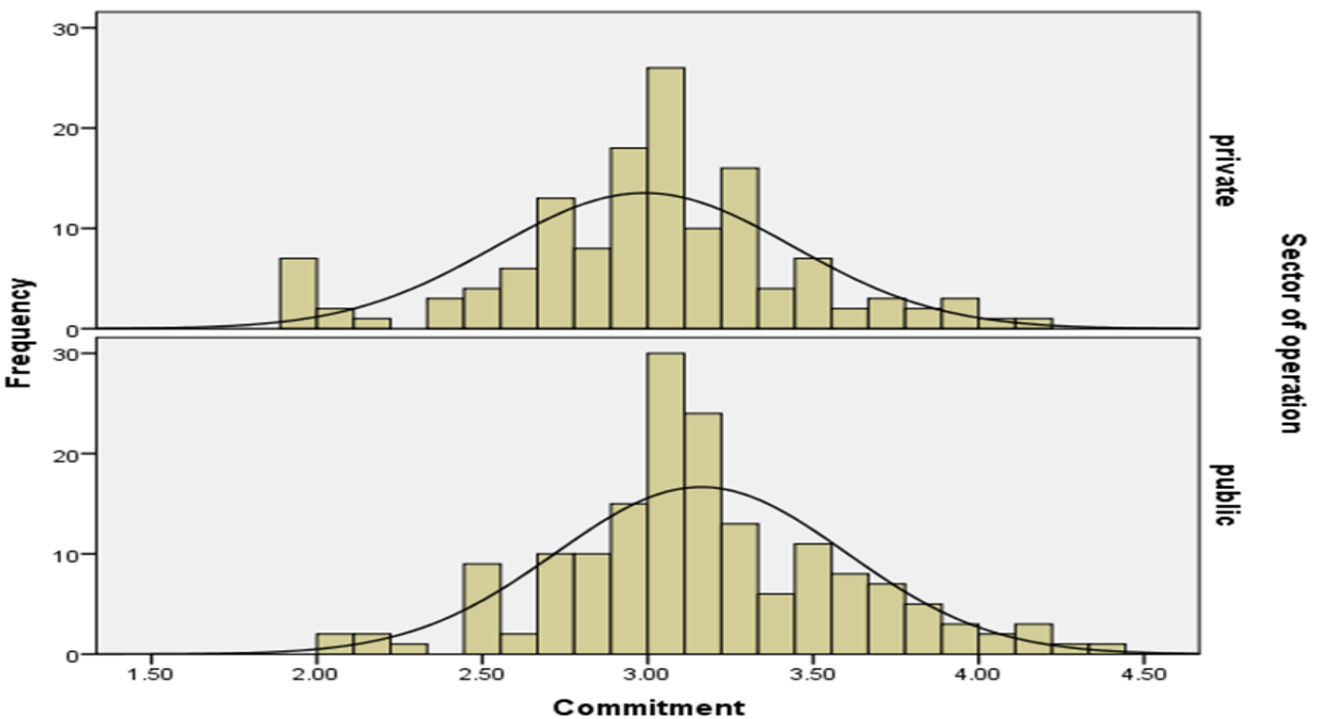


Figure 4.8: Histogram with Normal curve for Performance Appraisal Justice



Normal P-P Plot Tests of Normality

Normal P-P plot as earlier indicated is another graphical tests for investigating normal distribution of a dataset. Figure 4.9 and Figure 4.10 show the Normal P-P plot for job satisfaction and employee commitment. Visual

examinations of both figures indicate that most of the observations or data are centered on the mean. Hence, on the basis of Normal P-P plot, it is concluded employee commitment and job satisfaction data are normally distributed.

Figure 4.9: Normal P-P plot for Job Satisfaction

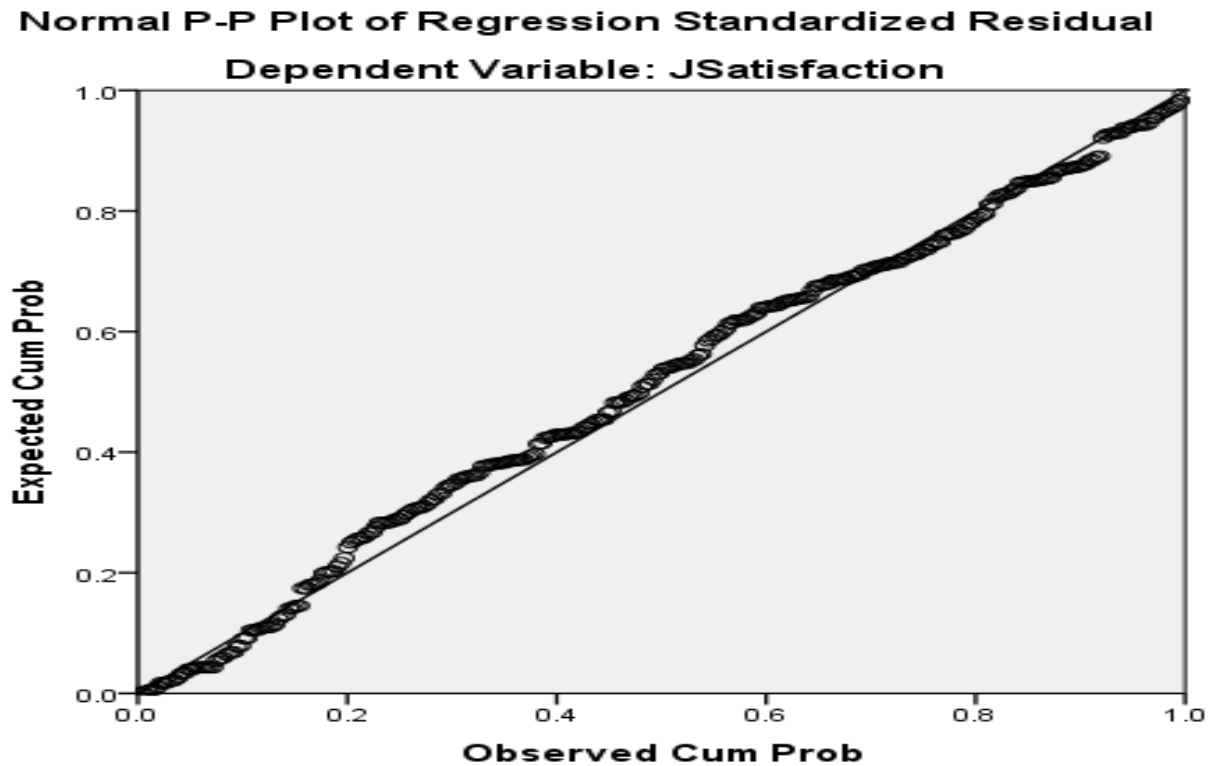
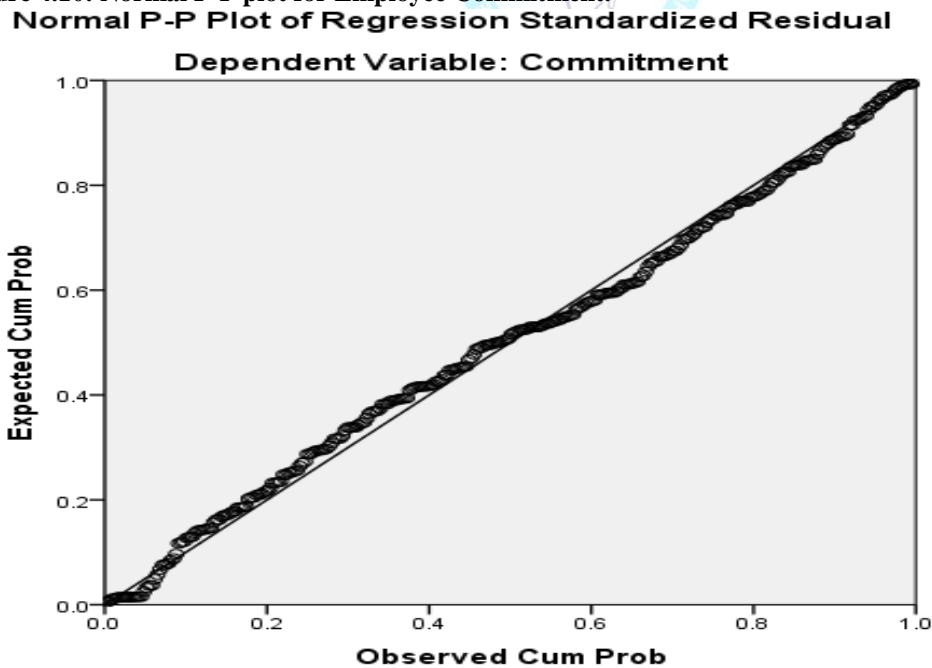
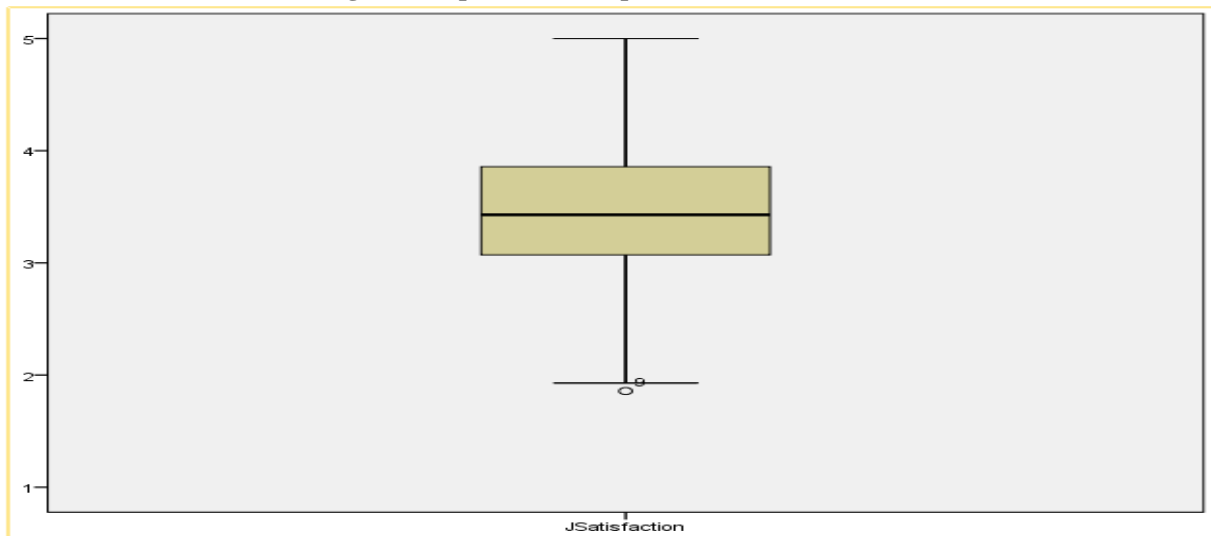


Figure 4.10: Normal P-P plot for Employee Commitment.



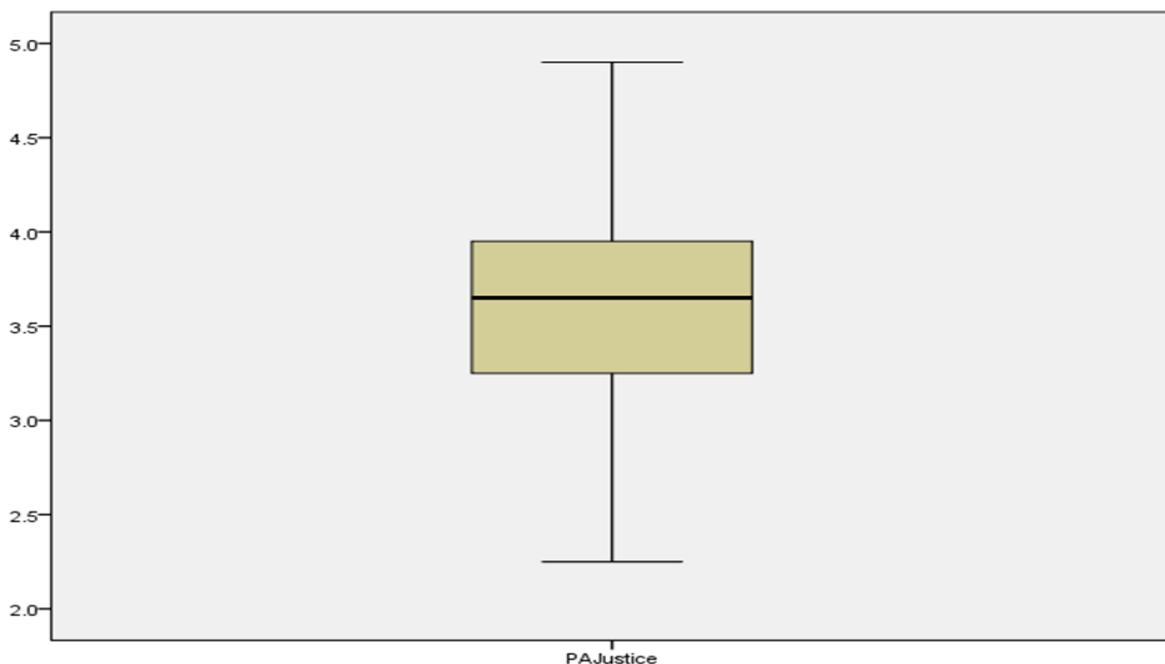
Investigation of Outliers: Outliers are extremely small or large observations in a dataset. Outliers can impact significantly on statistical results and so should be checked. Boxplot is used to invest whether there are outliers in the data. Figure 4.11 presents Boxplot on Job Satisfaction. Examination of the diagram reveals significant absence of outliers. Similarly, Figure 4.12 shows that there are no outliers in employee commitment dataset.

Figure 4.11 presented Boxplot on Job Satisfaction.



Source: Field survey (2018)

Figure 4.12 presented Boxplot on Employee Commitment.



Source: Field survey (2018)

Investigation of Linearity: The linearity of the relationship between the variables is investigated using scatterplot. Figure 4.13 is a scatterplot showing the relationship between performance appraisal justice and employee commitment. From the results, it can be inferred that there is a linear positive relationship between employee commitment and performance appraisal justices. Aside this, majority of the data is centered on the mean, that is, the regression line of best fit. Also, Figure 4.14 is a scatterplot showing the relationship between performance appraisal justice and job satisfaction. The results reveal a positive linear relationship between performance appraisal justice and job satisfaction. Finally, Figure 4.15 is a scatterplot showing the relationship between job satisfaction and employee commitment. The diagram shows that there is a linear and positive relationship between job satisfaction and employee

commitment. Hence, the assumption of regression analysis that there must be linear relationship between the variables is satisfied.

Figure 4.13 is a scatterplot on performance appraisal justice and employee commitment.

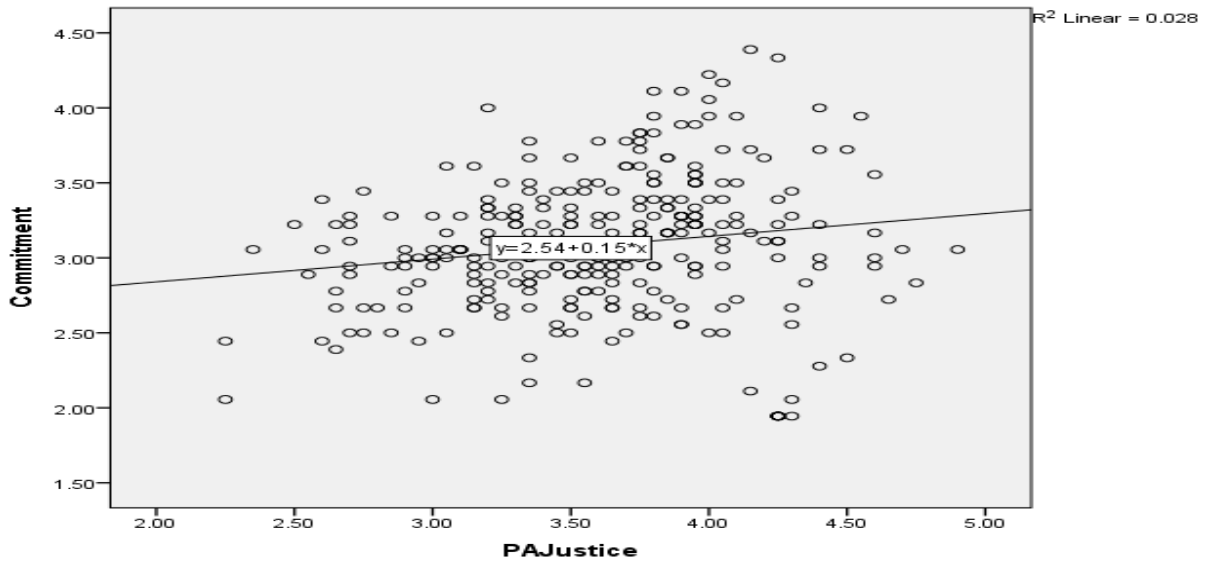


Figure 4.14 is a scatterplot showing the relationship between performance appraisal justice and job satisfaction

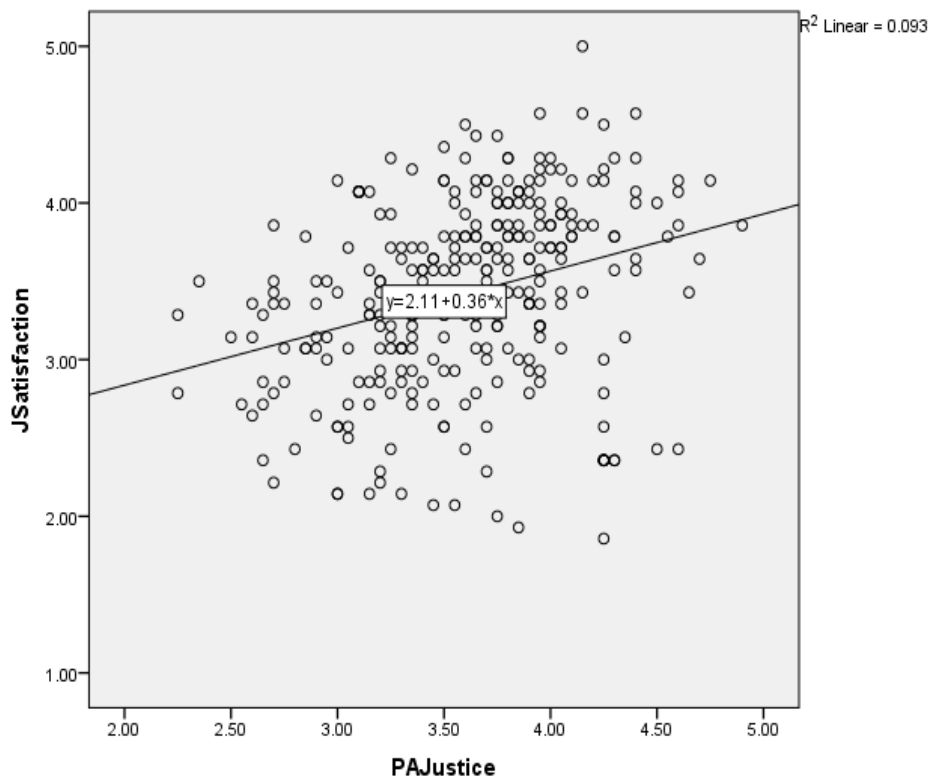
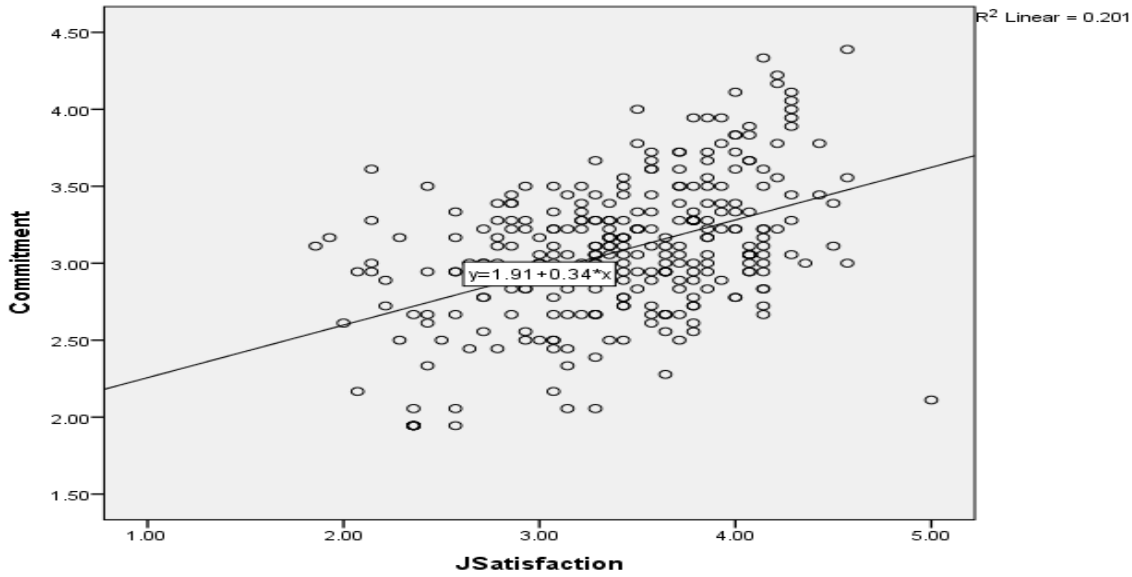


Figure 4.15 is a scatterplot showing the relationship between job satisfaction and employee commitment.



Descriptive Analysis: The descriptive analysis of the data (general population of private and public sector combined) is presented in Table 4.16. From the results, distributive performance appraisal justice has a mean of 3.74 with a standard deviation of 0.87. Interpersonal performance appraisal justice has a mean score of 3.63 with a standard deviation of 0.62. Average informational performance appraisal justice is 3.57 with a standard deviation of 0.75. With respect to employee commitment, normative employee commitment has a mean value of 3.44 with a standard deviation of 0.85; continuance employee commitment has a mean score of 3.03 with a standard deviation of 0.76, and affective employee commitment with a an average value of 2.73 and standard deviation of 0.91. Finally, in terms of job satisfaction dimensions, social and growth satisfaction has a mean value of 3.47 with a standard deviation of 0.70; supervision satisfaction has a mean value of 3.60 and standard deviation of 0.74, and employee pay satisfaction of 3.00 and standard deviation of 1.02.

Table 4.16: Descriptive Analysis

Variables	Min	Max	Mean	S.D
Performance appraisal justice:				
Distributive appraisal justice	1.00	5.00	3.74	0.87
Interpersonal appraisal justice	1.80	5.00	3.63	0.62
Procedural justice	1.00	5.00	3.57	0.75
Employee Commitment:				
Normative commitment	1.00	5.00	3.44	0.85
Continuance commitment	1.00	5.00	3.03	0.76
Affective commitment	1.00	5.00	2.73	0.91
Employee Job Satisfaction:				
Social and growth satisfaction	1.50	5.00	3.47	0.70
Supervision satisfaction	1.00	5.00	3.60	0.74
Pay satisfaction	1.00	5.00	3.00	1.02

Source: Field survey (2018)

Table 4.17 shows descriptive analysis for both private and public sectors. Distributive performance appraisal justice in the public sector has a mean of 3.76 with standard deviation of 0.91. However, private sector has a mean of 3.70 with a standard deviation of 0.83. Interpersonal performance appraisal justice is lower in the public sector (M = 3.60, S.D =) than private sector (n = 3.67, S.D = 0.60). Workers in the public health institutions reported higher informational performance appraisal justice (M = 3.62, S.D =) than in private healthcare institutions (M = 3.52, S.D = 0.72).

Also, normative employee commitment is higher in public healthcare institutions ($M = 3.57$, $S.D = 0.77$) than in private health care institutions ($M = 3.28$, $S.D = 0.91$). Similarly, continuance employee commitment ($M = 3.06$, $S.D = 0.74$) and affective employee commitment ($M = 2.76$, $S.D = 0.90$) are higher among healthcare workers in the public health institutions compared to that of the healthcare workers in the private sector, which has a continuance employee commitment of 2.99 with a standard deviation of 0.78 and affect commitment of 2.76 with a standard deviation of 0.93.

Finally, public sector healthcare workers ($M = 3.53$, $S.D = 0.62$) reported higher average social and growth satisfaction than their colleagues in the private sector ($M = 3.41$, $S.D = 0.78$). Similarly, average supervision satisfaction is higher among public sector healthcare workers ($M = 3.62$, $S.D = 0.73$) than that of their counterparts in the private sector ($M = 3.58$, $S.D = 0.74$). Also, public sector healthcare sector workers reported higher average pay satisfaction compared to their counterparts operating in private health care institutions ($M = 2.96$, $S.D = 1.06$). Based on the above results, with the exception of interpersonal performance appraisal justice, workers in public healthcare institutions reported higher average distributive performance appraisal justice, informational performance appraisal justice, normative commitment, continuance commitment, affective commitment, social and growth satisfaction, supervision satisfaction, and pay satisfaction compared to their counterparts in private healthcare institutions.

Table 4.17: Descriptive Analysis

Variables	Public Sector (n = 165)		Private Sector (n = 137)	
	Mean	S.D	Mean	S.D
Performance appraisal justice:				
Distributive appraisal justice	3.76	0.91	3.70	0.83
Interpersonal appraisal justice	3.60	0.88	3.67	0.60
Procedural justice	3.62	0.70	3.52	0.72
Employee Commitment:				
Normative commitment	3.57	0.77	3.28	0.91
Continuance commitment	3.06	0.74	2.99	0.78
Affective commitment	2.76	0.90	2.70	0.93
Employee Job Satisfaction:				
Social and growth satisfaction	3.53	0.62	3.41	0.78
Supervision satisfaction	3.62	0.73	3.58	0.74
Pay satisfaction	3.04	0.99	2.96	1.06

Source: Field survey (2018)

Correlation Analysis: The correlation among the study’s variables is analysed using Pearson correlation. The correlation results in Table 4.18 show that affective employee commitment has significant positive correlation with continuance employee commitment ($r = 0.34$, $p < 0.01$), but has an insignificant negative relationship with normative commitment ($r = -0.05$, $p > 0.05$). It also has a significant positive association with social and growth satisfaction ($r = 0.13$, $p < 0.05$) but has an insignificant relationship with pay satisfaction ($r = 0.07$, $p > 0.05$) and supervision satisfaction ($r = -0.02$, $p > 0.05$). Furthermore, affective commitment has a significant negative relationship with distributive performance appraisal justice ($r = 0.15$, $p < 0.05$) but showed no relationship with interpersonal performance appraisal justice ($r = -0.07$, $p > 0.05$) and procedural performance appraisal justice ($r = -0.002$, $p > 0.05$). Again, normative commitment has a significant positive relationship with continuance commitment ($r = 0.15$, $p < 0.05$), pay satisfaction ($r = 0.40$, $p < 0.05$), supervision satisfaction ($r = 0.34$, $p < 0.05$), social and growth satisfaction ($r = 0.37$, $p < 0.05$), distributive performance appraisal justice ($r = 0.23$, $p < 0.05$), interpersonal performance appraisal justice ($r = 0.12$, $p < 0.05$) and procedural performance appraisal justice ($r = 0.27$, $p < 0.05$).

Similarly, continuance commitment has a positive relationship with pay satisfaction ($r = 0.17$, $p < 0.05$) and social and growth satisfaction. It however is negatively but insignificantly associated with distributive performance appraisal justice ($r = -0.06$, $p > 0.05$), interpersonal performance appraisal justice ($r = -0.10$, $p > 0.05$) and procedural performance appraisal justice ($r = -0.08$, $p > 0.05$). All the three measures of employee commitment did not have any significant association with employees’ gender, age, educational level, work experience and organisational tenure.

Moreover, pay satisfaction has a significant positive relationship with social and growth satisfaction ($r = 0.48, p < 0.05$), procedural performance appraisal justice ($r = 0.34, p < 0.05$), and employees' level of education ($r = 0.21, p < 0.05$). It however did not show any significant relationship with distributive performance appraisal justice ($r = 0.07, p > 0.05$), interpersonal performance appraisal justice ($r = 0.03, p > 0.05$), respondents gender ($r = 0.02, p > 0.05$), work experience ($r = 0.02, p > 0.05$) and organisational tenure ($r = -0.03, p > 0.05$).

Furthermore, supervision satisfaction has a significant positive relationship with social and growth satisfaction ($r = 0.47, p < 0.05$), distributive performance appraisal justice ($r = 0.21, p < 0.05$), interpersonal performance appraisal justice ($r = 0.25, p < 0.05$) as well as procedural performance appraisal justice ($r = 0.34, p < 0.05$). It however did not show a significant relationship with employees' gender, age, level of education, work experience and organisational tenure.

Similarly, social and growth satisfaction has significant positive relationship with distributive performance appraisal justice ($r = 0.17, p < 0.05$), interpersonal performance appraisal justice ($r = 0.21, p < 0.05$), and procedural performance appraisal justice ($r = 0.26, p < 0.05$). It however did not show a significant relationship with employees' gender, age, level of education, working experience and organisational tenure. Moreover, the correlation coefficients between the performance appraisal justice variables or dimensions do not raise any issue with potential existence of multicollinearity.

Table 4.18: Pearson Correlation

Variable	1	2	3	4	5	6	7	8	9	10				
1. Affective EC	1.00													
2. Normative EC	-0.05	1.00												
3. Continuance EC	0.34**	0.15*	1.00											
4. Pay JS	0.07	0.40**	0.17**	1.00										
5. Supervision JS	-0.02	0.34**	0.04	0.36**	1.00									
6. Socialgrowth JS	0.13*	0.37**	0.21**	0.48**	0.47**	1.00								
7. Distributive PAJ	-0.15*	0.23**	-0.06	0.07	0.21**	0.17**	1.00							
8. Interpersonal PAJ	-0.07	0.12*	-0.10	0.03	0.25**	0.21**	0.37**	1.00						
9. Procedural PAJ	-0.002	0.27**	-0.08	0.16**	0.34**	0.26**	0.42**	0.46**	1.00					
10. Gender	-0.02	0.11	-0.01	0.02	0.01	0.13**	0.004	0.05	0.07	1.00				
11. Age	0.02	0.07	0.02	-0.04	0.02	-0.04	-0.01	-0.01	0.02	0.07	1.00			
12. Education	0.03	0.06	0.05	0.21**	-0.02	0.04	-0.10	-0.15**	-0.07	-0.13*	0.06	1.00		
13. Experience	0.002	0.10	0.04	0.07	0.02	0.07	-0.01	-0.07	0.09	0.10	0.52**	0.20*	1.00	
14. Tenure	-0.02	0.01	0.002	-0.03	0.01	-0.08	0.02	-0.01	0.06	0.03	0.48**	0.19*	0.77	1.00

** Correlation is significant at 1% (0.01) * Correlation is significant at 5% (0.05); EC = Employee commitment; JS = Job satisfaction; PAJ = Performance appraisal justice

4.3 TEST OF HYPOTHESES

Hypothesis One: Performance appraisal justice and job satisfaction: The first hypothesis seeks to determine whether performance appraisal justice has significant positive effect on employee job satisfaction. To achieve this hypothesis, the independent variables (distributive performance appraisal justice, interpersonal performance appraisal justice, and procedural appraisal justice) and the control variables (gender, age, education, work experience and organisational tenure) are performed on the various measures of employee job satisfaction (satisfaction with pay, social and growth satisfaction and supervision satisfaction). The results are presented in Table 4.19. From the results, distributive performance appraisal justice has a positive effect on employee's pay satisfaction ($\beta = 0.03, p > 0.05$), social and growth satisfaction ($\beta = 0.07, p > 0.05$) and supervision satisfaction ($\beta = 0.06, p > 0.05$). However, the result is not statistically significant at 5% level of significance. This means that when distributive performance appraisal justice improves, it will not be associated with increases in employees' satisfaction with pay, social and

growth, and supervision, as measures of job satisfaction. This further implies that distributive performance appraisal justice did not have a significant effect on health workers' job satisfaction in Ghana.

Similarly, interpersonal performance appraisal justice has insignificant negative effect on employee pay satisfaction ($\beta = -0.01, p > 0.05$) and insignificant positive effect on supervision satisfaction ($\beta = 0.11, p > 0.05$). However, it has positively and significantly predicted employees' social and growth satisfaction ($\beta = 0.15, p < 0.05$). This implies that improvements in interpersonal performance appraisal justice will enhance employees' social and growth satisfaction but will not lead to significant changes in employees' pay satisfaction and supervision satisfaction. Furthermore, informational performance appraisal justice has a significant positive effect on all the three dimensions of employee job satisfaction; employees' pay satisfaction ($\beta = 0.17, p < 0.05$), social and growth satisfaction ($\beta = 0.15, p < 0.05$), and supervision satisfaction ($\beta = 0.27, < 0.05$). These empirical results suggest that when perceived informational performance appraisal justice increases, employees' job satisfaction with respect to pay, social and growth, and supervision will also increase.

The above results indicate that out of the three dimensions of performance appraisal justice, only procedural performance appraisal justice can significantly predict healthcare workers' job satisfaction with respect to pay satisfaction, social and growth satisfaction and supervision. Interpersonal performance appraisal justice can only increase their social and growth satisfaction while distributive performance appraisal justice, surprisingly did not significantly influence any of the three dimensions of healthcare workers' job satisfaction. These results therefore provide a partial empirical support for the first hypothesis that performance appraisal justice has significant positive effect on job satisfaction.

The results further show that performance appraisal justice dimensions (distributive performance appraisal justice, interpersonal performance appraisal justice and procedural performance appraisal justice) and all the control variables (gender, age, education, work experience and organisational tenure) contribute 9.70% (r-squared = 0.097) healthcare workers' pay satisfaction (see results in Model 1), 14.90% (r-squared = 0.149) to their social and growth satisfaction (see results in Model 2) and 13.0% (r-squared = 0.130) to their supervision satisfaction (see results in Model 3). Also, the F-test values in Model 1 ($F = 3.930, p < 0.001$), Model 2 ($F = 6.421, p < 0.001$) and in Model 3 ($F = 5.453, p < 0.001$) show that all the variables jointly predict pay satisfaction, social and growth satisfaction and supervision satisfaction respectively at 0.1% level of significance.

Table 4.19: Regression on the Effect of Performance Appraisal Justice on Job Satisfaction (All Sectors)

Variables	Satisfaction with:		Pay		Social and Growth	Supervision
	Model 1	Model 2	Model 3			
Gender	0.03 (0.59)		0.10 (1.87)		-0.02 (-0.32)	
Age	-0.06 (-0.93)		-0.07 (-1.03)		0.03 (0.44)	
Education		0.23*** (3.88)	0.09 (1.61)		0.02 (0.34)	
Working experience		0.19* (2.05)		0.33*** (3.69)	0.01 (0.10)	
Organisational tenure		-0.20* (-2.25)		-0.33*** (-3.83)	-0.03 (-0.32)	
Distributive appraisal justice		0.03 (0.46)		0.07 (1.16)		0.06 (0.96)
Interpersonal appraisal justice		-0.01 (-0.19)		0.15* (2.30)		0.11 (1.71)
Procedural appraisal justice		0.17* (2.50)		0.15* (2.34)		0.27*** (4.08)
R^2		0.097		0.149		0.130
Adjusted R-squared		0.072		0.126		0.106
F-value		3.930***		6.421***		5.453***

*** Significant at 0.001 (0.1%) ** Significant at 0.01 (1%) * Significant at 0.05 (5%)

t-values are in the parenthesis

Hypothesis Two: Sectoral analysis of the effect of performance appraisal justice on job satisfaction: The second hypothesis seeks to determine whether the effect of performance appraisal justice on job satisfaction will differ significantly between public health sector and private health sector workers. To achieve this hypothesis, the independent variables (distributive performance appraisal justice, interpersonal performance appraisal justice, and procedural appraisal justice) and the control variables (gender, age, education, work experience and organisational tenure) are performed on the various measures of employee job satisfaction (satisfaction with pay, social and growth satisfaction and supervision satisfaction). All the results are presented in six (6) separate regression models in Table 4.20. The first three models (Model 1 – 3) showed the results for the public healthcare workers, and the last three models (Model 4- 6) showed that of their counterparts' in the private sector.

Public Sector Sample/Respondents: From the results, distributive performance appraisal justice has negative effect on pay satisfaction ($\beta = -0.05$, $p > 0.05$) but the result is not statistically significant at 5% level of significance. This means that distributive performance appraisal justice did not have any significant effect on employee pay satisfaction among public healthcare workers. Similarly, although it has a positive effect on social and growth satisfaction ($\beta = 0.04$, $p > 0.05$) and supervision satisfaction ($\beta = 0.15$, $p > 0.05$), the results are statistically insignificant. This implies that distributive performance appraisal justice did not predict public healthcare workers' job satisfaction (pay satisfaction, social and growth satisfaction, and supervision satisfaction). Furthermore, interpersonal performance appraisal justice has insignificant positive effect on employees' pay satisfaction ($\beta = 0.13$, $p > 0.05$) and supervision satisfaction ($\beta = 0.14$, $p > 0.05$) at 5% level of significance. However, it has a significant positive effect on their social and growth satisfaction ($\beta = 0.26$, $p < 0.01$). This means that increases in interpersonal performance appraisal justice will not be associated with increases in public healthcare workers' pay satisfaction and supervision satisfaction. However, public sector health workers' social and growth satisfaction will increase, when interpersonal performance appraisal justice improves. Moreover, informational performance appraisal justice has a positive effect on public health sector workers' pay satisfaction ($\beta = 0.10$, $p > 0.05$) but the result is not statistically significant at 5% level of significance. However, informational performance appraisal justice positively and significantly predicted public sector health workers' social and growth satisfaction ($\beta = 0.27$, $p < 0.01$) and supervision satisfaction ($\beta = 0.29$, $p < 0.01$). The results further show that performance appraisal justice dimensions (distributive performance appraisal justice, interpersonal performance appraisal justice and procedural performance appraisal justice) and the all the control variables (gender, age, education, work experience and organisational tenure) contribute 8.0% (r-squared = 0.080) healthcare workers' pay satisfaction (see results in Model 1), 26.30% (r-squared = 0.260) to their social and growth satisfaction (see results in Model 2) and 15.50% (r-squared = 0.155) to their supervision satisfaction (see results in Model 3). Also, the F-test values with the exception of the results in Model 1 ($F = 1.70$, $p > 0.05$), the rest, that is, Model 2 ($F = 6.96$, $p < 0.001$) and in Model 3 ($F = 3.56$, $p < 0.001$) show that all the variables jointly predict social and growth satisfaction and supervision satisfaction among public sector health workers respectively at 0.1% level of significance.

Private Sector Sample/Respondents: In the private health sector, distributive performance appraisal justice although has a positive effect on private healthcare workers' pay satisfaction ($\beta = 0.15$, $p > 0.05$) in Model 4, social and growth satisfaction ($\beta = 0.11$, $p > 0.05$) in Model 5 and supervision satisfaction ($\beta = 0.09$, $p > 0.05$) in Model 6, all the results were not statistically significant at 5% level of significance. This means that distributive performance appraisal has no effect on the various dimensions of job satisfaction (pay satisfaction, social and growth satisfaction, and supervision satisfaction) among private sector health workers in Ghana. Also, interpersonal performance appraisal justice has a negative effect on private health sector workers' pay satisfaction ($\beta = -0.19$, $p > 0.05$) in Model 4 and positive effects on their social and growth satisfaction ($\beta = 0.07$, $p > 0.05$) in Model 5 and supervision satisfaction ($\beta = 0.05$, $p > 0.05$) in Model 6. However, none of the above results are statistically significant at 5% level of significance. This indicates that interpersonal performance appraisal has no effect on private sector health workers' job satisfaction in terms of pay satisfaction, social and growth satisfaction and supervision satisfaction. Relatedly, procedural performance appraisal justice has insignificant negative effect on social and growth satisfaction ($\beta = -0.01$, $p > 0.05$) in Model 5. However, it has positively and significantly predicted their pay satisfaction ($\beta = 0.22$, $p < 0.05$) in Model 4 and supervision satisfaction ($\beta = 0.25$, $p < 0.05$) in Model 6. This means that with the exception of social and growth satisfaction, informational performance appraisal justice has significant positive effect on private healthcare workers' job satisfaction in terms of pay satisfaction and supervision satisfaction. The results further show that performance appraisal justice dimensions (distributive performance appraisal justice, interpersonal performance appraisal justice and procedural performance appraisal justice) and the all the control variables (gender, age, education, work experience and organisational tenure) contribute 8.0% (r-squared = 0.080) healthcare workers' pay satisfaction (see results in Model 1), 26.30% (r-squared = 0.260) to their social and growth satisfaction (see results in Model 2) and 15.50% (r-squared = 0.155) to their supervision satisfaction (see results in Model 3). Also, the F-test values with the exception of the results in Model 1 ($F = 1.70$, $p > 0.05$), the rest, that is, Model 2 ($F = 6.96$, $p < 0.001$) and in Model 3 ($F = 3.56$, $p < 0.001$) show that all the variables jointly predict social and growth satisfaction and supervision satisfaction among public sector health workers respectively at 0.1% level of significance.

experience and organisational tenure) contribute 18.40% (r-squared = 0.184) healthcare workers' pay satisfaction (see results in Model 4), 18.50% (r-squared = 0.185) to their social and growth satisfaction (see results in Model 5) and 11.80% (r-squared = 0.118) to their supervision satisfaction (see results in Model 6). Also, the F-test values as shown in Model 1 (F = 3.61, p < 0.001), Model 2 (F = 3.64, p < 0.001) and in Model 3 (F= 2.14, p < 0.001) show that all the variables jointly predict pay satisfaction, social and growth satisfaction and supervision satisfaction among private sector health workers respectively at 5% level of significance.

Comparative analysis of the results: The results showed that distributive performance appraisal justice did not have any influence on public sector health workers' job satisfaction with respect to pay satisfaction, social and growth satisfaction, and supervision satisfaction. Similar result was found in the private health sector. Like the public health sector results, distributive performance appraisal justice has no effect on the various dimensions of job satisfaction (pay satisfaction, social and growth satisfaction, and supervision satisfaction) among private sector health workers in Ghana. Also, interpersonal performance appraisal justice has insignificant effect on pay satisfaction and supervision satisfaction. It however, positively and significantly predicts social and growth satisfaction. Likewise, in the private sector, interpersonal performance appraisal has no effect on private sector health workers' job satisfaction in terms of pay satisfaction, social and growth satisfaction and supervision satisfaction. This means that interpersonal performance appraisal justice predict social and growth satisfaction differently between healthcare workers in public and private sectors. Finally, apart from pay satisfaction, procedural performance appraisal justice has a significant positive effect on public healthcare workers' social and growth satisfaction and supervision satisfaction. Similarly, in the private health sector, with the exception of social and growth satisfaction, informational performance appraisal justice has a significant positive effect on private healthcare workers' job satisfaction in terms of pay satisfaction and supervision satisfaction. Based on these results, it can be inferred that procedural performance appraisal justice predicted job satisfaction differently among workers in Ghana's public and private health sector workers in terms of pay satisfaction, and social and growth satisfaction. Besides, although informational appraisal justice has significant positive effect on workers job satisfaction with respect to supervision satisfaction in both sectors, it predicted it higher among workers in the public sector than the private sector health workers.

Table 4.20: Regression on the Effect of PAJ on Job Satisfaction in Public and Private Sectors

Variables	Public Sector (N = 165)			Private Sector (N = 136)			
	Pay	SGS	Supervision	Pay	SGS	Supervision	
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	
Gender	-0.05 (-0.66)	0.08 (1.18)	-0.04 (-0.53)	0.10 (1.20)	0.09 (1.10)	0.003 (0.04)	
Age	0.00 (-0.001)	0.11 (1.38)	0.05 (0.55)	-0.13 (-1.42)	-0.21* (-2.29)	0.01 (0.07)	
Education	0.21** (2.57)	0.04 (0.60)	0.01 (0.11)	0.22* (2.59)	0.15 (1.74)	0.04 (0.42)	
Working experience		0.18 (1.32)	0.03 (0.51)	0.07 (1.10)	0.14 (3.97)	0.49*** (-0.42)	-0.05
Tenure	-0.18 (-1.35)	-0.20 (-1.63)	-0.14 (-1.06)	-0.11 (-0.97)	-0.33** (-2.81)	0.11 (0.87)	
Distributive PAJ	-0.05 (-0.62)	0.07 (0.88)	0.04 (0.51)	0.15 (1.56)	0.11 (1.14)	0.09 (0.97)	0.09
Interpersonal PAJ	0.13 (1.48)	0.26** (3.30)	0.14 (1.59)	-0.19 (-1.90)	0.07 (0.71)	0.05 (0.45)	0.05
Procedural PAJ	0.10 (1.07)	0.27** (3.16)	0.29** (3.16)	0.22* (2.28)	-0.01 (-0.05)	0.25* (2.52)	0.25*
R ²	0.080	0.263	0.155	0.184	0.185	0.118	
Adjusted R ²	0.033	0.225	0.111	0.133	0.134	0.063	
F-value	1.700	6.96***	3.56***	3.61***	3.64***	2.14*	

*** Significant at 0.001 (0.1%) ** Significant at 0.01 (1%) * Significant at 0.05 (5%)
t-values are in the parenthesis

Hypothesis Three: Performance appraisal justice and employee commitment: The third hypothesis seeks to determine whether performance appraisal justice has significant positive effect on employee commitment. To achieve this hypothesis, the independent variables (distributive performance appraisal justice, interpersonal performance appraisal justice, and procedural appraisal justice) and the control variables (gender, age, education, work experience and organisational tenure) are performed on the various measures of employee commitment (affective commitment, normative commitment and continuance commitment). The results are presented in three Models in Table 4.21. As shown in Table 4.21, distributive performance appraisal justice has a significant negative effect on affective commitment ($\beta = -0.17, p < 0.01$) but insignificant negative effect on continuance employee commitment ($\beta = -0.01, p > 0.05$). However, distributive performance appraisal justice has a significant positive effect on normative commitment ($\beta = 0.16, p < 0.01$). This result means that increases in distributive performance appraisal justice will surprisingly lead to a reduction in employee affective commitment but will be associated with improvement in normative commitment. However, changes in distributive performance appraisal justice will not be associated with changes in normative commitment. Furthermore, interpersonal performance appraisal justice although has a negative relationship with affective commitment ($\beta = -0.05, p > 0.05$), normative commitment ($\beta = -0.02, p > 0.05$) and continuance ($\beta = -0.07, p > 0.05$). However, all the results were not statistically significant at 5% level of significance. This result suggests that interpersonal performance appraisal justice has no significant effect on the commitment level of healthcare workers in Ghana. Similarly, procedural performance appraisal justice has insignificant positive effect on affective commitment ($\beta = 0.10, p > 0.05$) in Model 1 and insignificant negative effect on continuance commitment ($\beta = -0.04, p > 0.05$) in Model 3. However, it has positively and significantly predicted normative commitment ($\beta = 0.21, p < 0.01$) in Model 2. This result implies that informational performance appraisal justice only predicted normative commitment, and hence, changes in procedural performance appraisal justice will not be associated with changes in employees' affective and continuance commitments. The results further show that performance appraisal justice dimensions (distributive performance appraisal justice, interpersonal performance appraisal justice and procedural performance appraisal justice) and all the control variables (gender, age, education, working experience and organisational tenure) contribute 3.20% (r-squared = 0.032) healthcare workers' affective commitment (see results in Model 1), 12.60% (r-squared = 0.126) to their normative commitment (see results in Model 2) and 1.50% (r-squared = 0.015) to their continuance commitment (see results in Model 3).

Table 4.21: Regression on the Effect of Performance Appraisal Justice on Employee Commitment (All Sectors)

Variables	Affective		Normative		Continuance	
	Model 1	Model 2	Model 2	Model 3	Model 3	Model 3
Gender	-0.02 (-0.30)	0.10 (1.74)	0.10 (1.74)	-0.01 (-0.09)	-0.01 (-0.09)	-0.01 (-0.09)
Age	0.04 (0.54)	0.05 (0.79)	0.05 (0.79)	0.02 (0.22)	0.02 (0.22)	0.02 (0.22)
Education	0.02 (0.24)	0.10 (1.70)	0.10 (1.70)	0.03 (0.56)	0.03 (0.56)	0.03 (0.56)
Working experience	-0.01 (-0.08)	0.16 (1.74)	0.16 (1.74)	0.07 (0.07)	0.07 (0.07)	0.07 (0.07)
Organisational tenure	-0.03 (-0.36)	-0.17* (-2.00)	-0.17* (-2.00)	-0.07 (-0.70)	-0.07 (-0.70)	-0.07 (-0.70)
Distributive appraisal justice	-0.17** (-2.67)	0.16** (2.60)	0.16** (2.60)	-0.01 (-0.15)	-0.01 (-0.15)	-0.01 (-0.15)
Interpersonal appraisal justice	-0.05 (-0.74)	-0.02 (-0.28)	-0.02 (-0.28)	-0.07 (-0.97)	-0.07 (-0.97)	-0.07 (-0.97)
Procedural appraisal justice	0.10 (1.43)	0.21** (3.20)	0.21** (3.20)	-0.04 (-0.63)	-0.04 (-0.63)	-0.04 (-0.63)
R^2	0.032	0.126	0.126	0.015	0.015	0.015
Adjusted R-squared	0.005	0.102	0.102	-	-	-
F-value	1.20	5.26***	5.26***	0.574	0.574	0.574

*** Significant at 0.001 (0.1%)

** Significant at 0.01 (1%)

* Significant at 0.05 (5%)

t-values are in the parenthesis

Hypothesis Four: Sectoral analysis of the effect of performance appraisal justice on employee commitment: The fourth hypothesis seeks to determine whether the effect of performance appraisal justice on employee commitment will differ significantly between public health sector and private health sector workers. To achieve this hypothesis, the independent variables (distributive performance appraisal justice, interpersonal performance appraisal justice, and procedural appraisal justice) and the control variables (gender, age, education, work experience and organisational tenure) are performed on the various measures of employee commitment (affective commitment, normative commitment, and continuance commitment). All the results are presented in six (6) separate regression models in Table 4.22. The first three models (Model 1 – 3) showed the results for the public healthcare workers, and the last three models (Model 4- 6) showed that of their counterparts' in the private sector.

Public Sector Results: From the results, distributive performance appraisal justice has no significant effect on all the dimensions of employee commitment; affective commitment ($\beta = -0.05$, $p > 0.05$), normative commitment ($\beta = 0.14$, $p > 0.05$), and continuance commitment ($\beta = -0.002$, $p > 0.05$) at 5% level of significance. This means that distributive performance appraisal justice does not make any significant contributions to the prediction of employee commitment in Ghana's public health sector. Similarly, interpersonal performance appraisal justice has no significant effect on employee commitment in the public sector with respect to affective commitment ($\beta = 0.001$, $p > 0.05$), normative commitment ($\beta = 0.08$, $p > 0.05$) and continuance commitment ($\beta = 0.01$, $p > 0.05$). These results imply that interpersonal performance appraisal justice does not make any significant contributions to the prediction of employee commitment in Ghana's public health sector. Relatedly, procedural performance appraisal justice does not significantly predict employee's affective commitment ($\beta = -0.04$, $p > 0.05$), and continuance comment ($\beta = 0.02$, $p > 0.05$). It however has a significant positive effect on normative commitment ($\beta = 0.25$, $p < 0.05$) of public sector healthcare workers. Thus, changes in informational performance appraisal justice will not significantly be associated with changes in employees' affective commitment and continuance commitment. It will however be associated with changes in their normative commitment. The results further show that performance appraisal justice dimensions (distributive performance appraisal justice, interpersonal performance appraisal justice and procedural performance appraisal justice) and the all the control variables (gender, age, education, work experience and organisational tenure) contribute 2.70% (r-squared = 0.027) healthcare workers' affective commitment (see results in Model 1), 18.0% (r-squared = 0.180) to their normative commitment (see results in Model 2) and 1.80% (r-squared = 0.018) to their continuance commitment (see results in Model 3).

Private Sector Results: From the results, distributive performance appraisal justice has a significant negative effect on affective commitment ($\beta = -0.35$, $p < 0.01$) but has a significant positive effect on normative commitment ($\beta = 0.20$, $p < 0.05$). It however shows no significant positive effect on continuance commitment ($\beta = 0.01$, $p > 0.05$). Thus, apart from the continuance commitment, distributive performance appraisal has significantly predicted employee affective commitment and normative commitment. However, interpersonal performance appraisal justice has no significant effect on all the dimensions of employee commitment in the private sector in terms of affective commitment ($\beta = -0.03$, $p > 0.05$), normative commitment ($\beta = -0.03$, $p > 0.05$) and continuance commitment ($\beta = -0.13$, $p > 0.05$). This means that interpersonal performance appraisal justice does not significantly predict the commitment level of private health sector workers in Ghana. Similarly, procedural performance appraisal justice has insignificant effect on normative commitment ($\beta = 0.08$, $p > 0.05$) and continuance commitment ($\beta = -0.15$, $p > 0.05$). However, it significantly and positively predicted employee affective commitment. This means that changes in performance appraisal justice will be associated with changes in affective commitment but will not be associated with changes in normative commitment and continuance commitment. The results further show that performance appraisal justice dimensions (distributive performance appraisal justice, interpersonal performance appraisal justice and procedural performance appraisal justice) and all the control variables (gender, age, education, work experience and organisational tenure) contribute 13.40% (r-squared = 0.134) healthcare workers' affective commitment (see results in Model 4), 14.90% (r-squared = 0.149) to their normative commitment (see results in Model 5) and 10.80% (r-squared = 0.108) to their continuance commitment (see results in Model 6).

Comparative Analysis: Distributive performance appraisal justice does not make any significant contributions to the prediction of employee commitment in Ghana's public health sector in terms of their affective, normative and continuance commitments. However, in the private sector, apart from the continuance commitment,

distributive performance appraisal has significantly predicted employee affective commitment and normative commitment. Interpersonal performance appraisal justice does not make any significant contributions to the prediction of employee commitment in Ghana's public health sector. Similarly, interpersonal performance appraisal justice does not significantly predict the commitment level of private health sector workers in Ghana with respect to their affective commitment, normative commitments and continuance commitments. Procedural performance appraisal justice does not significantly predict employee's affective commitment and continuance commitment. It however has a significant positive effect on normative commitment of public sector healthcare workers. In the private sector however, procedural performance appraisal justice has insignificant effect on normative commitment and continuance commitment. However, it significantly and positively predicted employee affective commitment. From the above, it can be inferred that distributive performance appraisal justice does not make any significant contributions to the prediction of employee commitment in Ghana's public health sector but makes significant contributions to the prediction of employee affective commitment and normative commitment. Besides, procedural performance appraisal justice predicts normative commitment in the public sector but affective commitment in the private sector while continuance commitment was insignificant across both sectors. However, interpersonal performance appraisal justice makes no contributions to the predictions of employee commitment in both sectors. Generally, therefore, it is concluded that performance appraisal justice predict employee commitment slightly different between public sector healthcare workers and that of their private sector counterparts.

Table 4.22: Regression on the Comparative Effect of Performance Appraisal Justice on Employee Commitment in Public and Private Sectors

Variables	Public Sector (N = 165)			Private Sector (N = 136)		
	Affective Model 1	Normative Model 2	Continuance Model 3	Affective Model 4	Normative Model 5	Continuance Model 6
Gender	-0.06 (-0.72)	0.03 (0.34)	0.01 (0.16)	0.01 (0.14)	0.15 (1.83)	-0.05 (-0.63)
Age	0.11 (1.10)	0.16 (1.77)	0.14 (1.42)	-0.04 (-0.40)	-0.01 (-0.09)	-0.10 (-1.07)
Education	-0.05 (-0.64)	0.04 (0.51)	0.01 (0.14)	0.05 (0.60)	0.21* (2.42)	0.07 (0.83)
Work experience	-0.18 (-1.27)	0.02 (0.16)	-0.18 (-1.27)	0.09 (0.70)	0.18 (1.45)	0.25 (1.91)
Tenure	0.17 (1.21)	0.01 (0.11)	0.08 (0.60)	-0.15 (-1.28)	-0.24* (-2.04)	-0.12 (-0.99)
Distributive PAJ	-0.05 (-0.56)	0.14 (1.72)	-0.002 (-0.02)	-0.35*** (-3.60)	0.20* (2.07)	0.01 (0.07)
Interpersonal PAJ	0.001 (0.01)	0.08 (0.98)	0.01 (0.12)	-0.03 (-0.27)	-0.03 (-0.34)	-0.13 (-1.23)
Procedural PAJ	-0.04 (-0.40)	0.25** (2.76)	0.02 (0.16)	0.21* (2.09)	0.08 (0.78)	-0.15 (-1.46)
R ²	0.027	0.180	0.018	0.134	0.149	0.108
Adjusted R ²	-	0.138	-	0.080	0.096	0.052
F-value	0.54	4.28***	0.36	2.48*	2.81**	1.93

*** Significant at 0.001 (0.1%) ** Significant at 0.01 (1%) * Significant at 0.05 (5%) t-values are in the parenthesis

Hypothesis Five (H5): Employee job satisfaction will have a significant positive effect on employee commitment in the Ghanaian health sector. The fifth research objective sought to determine whether employee job satisfaction will have a significant positive effect on employee commitment in the Ghanaian health sector. To achieve this, the independent variables (employee pay satisfaction, employee social and growth satisfaction, and employee supervision satisfaction) and the control variables (gender, age, education, work experience and organisational tenure) are performed on the various measures of employee commitment (affective commitment, normative commitment and continuance commitment). The results are presented in three Models in Table 4.23. As shown in Table 4.23, employee pay satisfaction has a positive effect on affective commitment ($\beta = 0.03$, $p > 0.05$), normative commitment ($\beta = 0.26$, $p > 0.05$), ISSN: 2676-2749 (Online) | Impact Factor (IF): 7.807 | Journal DOI: 10.15373/22501991

$p < 0.05$), and continuance commitment ($\beta = 0.10, p > 0.05$). However, only normative commitment result was significant. This means that increases in pay satisfaction will lead to improvement in employees' normative commitment.

Furthermore, employee social and growth satisfaction has significant positive effect on employee affective commitment ($\beta = 0.19, p < 0.05$), normative commitment ($\beta = 0.15, p < 0.05$), and normative commitment ($\beta = 0.22, p < 0.05$) at 5% level of significance. This means that when employees' social and growth satisfaction increases, it will be associated with increases in their affective, normative and continuance commitments.

Similarly, employee supervision satisfaction has significant positive effect on normative commitment ($\beta = 0.17, p < 0.05$), thereby suggesting that increases in employee supervision satisfaction will be associated with normative employee commitment. However, it has insignificant negative effect on affective commitment ($\beta = -0.12, p > 0.05$) and continuance commitment ($\beta = -0.10, p > 0.05$).

The results further show that employee job satisfaction (employee pay satisfaction, employee social and growth satisfaction, and employee supervision satisfaction) and the all the control variables (gender, age, education, work experience and organisational tenure) contribute 3.10% (r-squared = 0.031) healthcare workers' affective commitment (see results in Model 1), 23.80% (r-squared = 0.238) to their normative commitment (see results in Model 2) and 6.10% (r-squared = 6.10) to their continuance commitment (see results in Model 3). Based on the above results, it can be inferred that employee job satisfaction generally creates commitment in employees, and that, increases in job satisfaction can result in enhanced employee commitment.

Table 4.23: Regression on the Effect of Job Satisfaction on Employee Commitment (All Sectors)

Variables	Affective	Normative	Continuance	
	Model 1	Model 2	Model 3	
Gender	-0.04 (-0.61)	0.08 (1.48)	-0.04 (-0.68)	
Age	0.05 (0.78)	0.06 (1.06)	0.04 (0.59)	
Education	0.01 (0.21)	0.01 (0.14)	0.01 (0.22)	0.01
Work experience	-0.04 (-0.46)	0.07 (0.82)	-0.01 (-0.11)	
Organisational tenure		0.01 (-0.74)	-0.06 (0.12)	0.01
Employee pay satisfaction	0.03 (0.41)	0.26*** (4.26)	0.10 (1.50)	
Employee social and growth satisfaction	0.19* (2.56)	0.15* (2.36)	0.22*** (3.04)	
Employee supervision satisfaction	-0.12 (-1.74)	0.17** (2.86)	-0.10 (-1.44)	
R^2	0.031	0.238	0.061	
Adjusted R-squared		0.005	0.217	0.035
F-value	1.17	11.43***	2.38*	

*** Significant at 0.001 (0.1%) ** Significant at 0.01 (1%) * Significant at 0.05 (5%), t-values are in the parenthesis

Hypothesis Six (H6): Employee job satisfaction will mediate the relationship between performance appraisal justice and employee commitment among workers in the Ghanaian health sector. The study sought to determine if employee job satisfaction (pay, social and growth, and supervision) will mediate the relationship between distributive performance appraisal justice and employee commitment. To achieve this, the bootstrapping method of mediation analysis constructed at 95% Confidence Intervals (C.I) Constructed by Percentile was used with the aid of Hayes PROCESS software version 3. The results are shown in Table 4.2.4 indicate that employee pay satisfaction did not significantly mediate the relationship between distributive performance appraisal justice and any of the dimensions of employee commitment – affective commitment ($ab = 0.008, p > 0.05$), normative commitment ($ab = 0.035, p > 0.05$)

and continuance commitment ($ab = 0.014, p > 0.05$) as well as at the aggregated level of employee commitment ($ab = 0.018, p > 0.05$).

However, the relationship between distributive performance appraisal justice and all the dimensions of employee commitment; affective commitment ($ab = 0.034, p < 0.05$), normative commitment ($ab = 0.068, p < 0.05$) and continuance commitment ($ab = 0.038, p < 0.05$) is significantly mediated by employee social and growth satisfaction. Similarly, it mediated the relationship between distributive performance appraisal justice and employee commitment ($ab = 0.077, p < 0.05$) at the aggregate level. This means that distributive performance appraisal justice have an indirect effect on employee commitment through social and growth satisfaction.

More so, the results showed that supervision satisfaction did not mediate the relationship between distributive performance appraisal justice and affective employee commitment ($ab = 0.003, p > 0.05$). Similarly, the relationship between distributive appraisal justice and continuance employee commitment is not mediated by employee supervision satisfaction ($ab = 0.010, p > 0.05$). It however, significantly mediated the influence of distributive appraisal justice on normative employee commitment ($ab = 0.068, p < 0.05$). The results further showed that at supervision satisfaction has significantly mediated the influence of performance appraisal justice on employee commitment at the aggregate level ($ab = 0.023, p < 0.05$). This implies that employees' satisfaction with supervision at work can serve as a important central motivational mechanism through which distributive performance appraisal justice can enhance employee commitment generally and specifically, normative employee commitment. Thus, based on the above statistical results, it can be inferred that employee job satisfaction (specifically, social and growth satisfaction and supervision satisfaction) mediates the influence distributive performance appraisal justice and employee commitment.

H6a: Employee job satisfaction (pay, social and growth, and supervision) will mediate the relationship between distributive performance appraisal justice and employee commitment

Table 4.24: Bootstrapping Test of Mediation at 95% Confidence Intervals (C.I) Constructed by Percentile (PC) Bootstrapping Methods

Path/Relationship	95% Confidence Level (C.I)			
	Mediation Effect (ab)	BootSE	BootLC.I	BootUC.I
Distributive PAJ.....>Pay.....>Affective EC	0.008	0.009	-0.006	0.032
Distributive PAJ.....> Pay.....> Normative EC	0.035	0.022	-0.006	0.081
Distributive PAJ>Pay> Continuance EC	0.014	0.011	-0.003	0.040
Distributive PAJ>Pay> E-Commitment	0.018	0.012	-0.003	0.045
Distributive PAJ>SGS>Affective EC	0.034*	0.015	0.007	0.065
Distributive PAJ>SGS> Normative EC	0.068*	0.025	0.022	0.120
Distributive PAJ>SGS.....>Continuance EC	0.038*	0.015	0.011	0.068
Distributive PAJ>SGS.....>E-Commitment	0.077*	0.014	0.015	0.071
Distributive PAJ ...>Supervision...>Affective EC	0.003	0.014	-0.024	0.033
Distributive PAJ ...>Supervision...>Normative EC	0.061*	0.020	0.025	0.104
Distributive PAJ ...>Supervision...>Continuance EC	0.010	0.013	-0.012	0.038
Distributive PAJ...>Supervision....>E-Commitment	0.023*	0.010	0.007	0.083

Note: (i) *Bootstrap estimate is significant at 5% (0.05). (ii) **Bolded starred estimate** = Indirect effect (Mediation) is significant.

H6b: Employee job satisfaction (pay, social and growth, and supervision) will mediate the relationship between interpersonal performance appraisal justice and employee commitment. The study sought to determine if employee job satisfaction (pay, social and growth, and supervision) will mediate the relationship between interpersonal performance appraisal justice and employee commitment. To achieve this, the bootstrapping method of mediation analysis constructed at 95% Confidence Intervals (C.I) Constructed by Percentile was used with the aid of Hayes PROCESS software version 3. The results as shown in Table 4.25 indicate that employee pay satisfaction did not significantly mediate the relationship between interpersonal performance appraisal justice and any of the dimensions of employee commitment – affective commitment ($ab = 0.008, p > 0.05$), normative commitment ($ab = 0.040, p > 0.05$) and continuance commitment ($ab = 0.016, p > 0.05$) as well as at the aggregated level of employee commitment ($ab = 0.021, p > 0.05$). This suggests that employee pay satisfaction surprisingly is not an important motivational

mechanism through which interpersonal performance appraisal justice can enhance employees' affective, normative and continuance commitments.

However, employee social and growth satisfaction has significantly mediated the relationship between interpersonal performance appraisal justice and all the dimensions of employee commitment; affective commitment ($ab = 0.058, p < 0.05$), normative commitment ($ab = 0.113, p < 0.05$) and continuance commitment ($ab = 0.074, p < 0.05$). Similarly, it mediated the relationship between distributive performance appraisal justice and employee commitment ($ab = 0.081, p < 0.05$) at the aggregate level. This means that interpersonal performance appraisal justice have an indirect effect on employee commitment through employee social and growth satisfaction. In addition, the results showed that supervision satisfaction did not mediate the relationship between interpersonal performance appraisal justice and affective employee commitment ($ab = -0.001, p > 0.05$). Similarly, the relationship between interpersonal performance appraisal justice and continuance employee commitment is not mediated by employee supervision satisfaction ($ab = 0.022, p > 0.05$). However, employee supervision satisfaction significantly mediated the influence of interpersonal performance appraisal justice on normative employee commitment ($ab = 0.112, p < 0.05$). The results further showed that at supervision satisfaction has mediated the influence of interpersonal performance appraisal justice on employee commitment at the aggregate level ($ab = 0.042, p < 0.05$). This implies that employees' satisfaction with supervision at work can serve as an important central motivational mechanism through which distributive performance appraisal justice can enhance employee commitment generally and specifically, normative employee commitment. Thus, based on the above empirical findings, it can be inferred that employee job satisfaction (specifically, social and growth satisfaction and supervision satisfaction) mediates the influence of interpersonal performance appraisal justice and employee commitment.

Table 4.25: Bootstrapping Test of Mediation at 95% Confidence Intervals (C.I) Constructed by Percentile (PC) Bootstrapping Methods

Path/Relationship	Mediation Effect (ab)	95% Confidence Level (C.I)		
		BootSE	BootLC.I	BootUC.I
Interpersonal PAJ.....>Pay.....>Affective EC	0.008	0.011	-0.009	0.034
Interpersonal PAJ.....> Pay.....> Normative EC	0.040	0.030	-0.018	0.098
Interpersonal PAJ>Pay> Continuance EC	0.016	0.014	-0.007	0.048
Interpersonal PAJ>Pay> E-Commitment	0.021	0.016	-0.011	0.052
Interpersonal PAJ>SGS>Affective EC	0.058*	0.026	0.008	0.111
Interpersonal PAJ ...>SGS> Normative EC	0.113*	0.035	0.067	0.205
Interpersonal PAJ>SGS.....>Continuance EC	0.074*	0.023	0.032	0.122
Interpersonal PAJ ...>SGS.....>E-Commitment	0.081*	0.020	0.042	0.120
Interpersonal PAJ ...>Supervision...>Affective EC	-0.001	0.023	-0.048	0.050
Interpersonal PAJ ...>Supervision...>Normative EC	0.112*	0.028	0.061	0.170
Interpersonal PAJ ...>Supervision...>Continuance EC	0.022	0.021	-0.018	0.068
Interpersonal PAJ...>Supervision...>E-Commitment	0.042*	0.016	0.015	0.077

Note: (i) *Bootstrap estimate is significant at 5% (0.05). (ii) **Bolded starred estimate** = Indirect effect (Mediation) is significant.

H6c: Employee job satisfaction (pay, social and growth, and supervision) will mediate the relationship between procedural performance appraisal justice and employee commitment. The study sought to determine if employee job satisfaction (pay, social and growth, and supervision) will mediate the relationship between procedural performance appraisal justice and employee commitment (affective, normative and continuance). To achieve this, the bootstrapping method of mediation analysis constructed at 95% Confidence Intervals Constructed by Percentile was used with the aid of Hayes PROCESS software version 3. The results as shown in Table 4.26 indicate that employee pay satisfaction did not significantly mediate the relationship between procedural performance appraisal justice and affective employee comment ($ab = 0.015, p > 0.05$) but fully mediated procedural performance appraisal justice and normative employee commitment ($ab = 0.071, p < 0.05$) and continuance commitment ($ab = 0.043, p < 0.05$) as well as employee commitment at the aggregate level ($ab = 0.039, p < 0.05$). This suggests that employee pay satisfaction serve as an important motivational mechanism through which interpersonal performance appraisal justice can enhance employees' commitment generally and specifically, normative and continuance commitments. Similarly, employee

social and growth satisfaction has significantly mediated the relationship between informational performance appraisal justice and all the dimensions of employee commitment; affective commitment ($ab = 0.045, p < 0.05$), normative commitment ($ab = 0.087, p < 0.05$) and continuance commitment ($ab = 0.064, p < 0.05$). It further mediated the relationship between interpersonal performance appraisal justice and employee commitment at the aggregate level ($ab = 0.065, p < 0.05$). This means that employee social and growth satisfaction is a psychological medium through which interpersonal performance appraisal justice can increase employees' affective, normative and continuance commitments.

Moreover, the empirical results showed that supervision satisfaction did not mediate the relationship between informational performance appraisal justice and affective employee commitment ($ab = -0.009, p > 0.05$). Similarly, the relationship between procedural performance appraisal justice and continuance employee commitment is not mediated by employee supervision satisfaction ($ab = 0.028, p > 0.05$). However, employee supervision satisfaction significantly mediated the influence of procedural performance appraisal justice on normative employee commitment ($ab = 0.109, p < 0.05$). The results further showed that supervision satisfaction has mediated the influence of procedural performance appraisal justice on employee commitment at the aggregate level ($ab = 0.041, p < 0.05$). This implies that employees' satisfaction with supervision at work can serve as an important central motivational mechanism through which procedural performance appraisal justice can enhance employee commitment generally and specifically, normative employee commitment. Thus, based on the above statistical results, it can be inferred that all the dimensions of employee job satisfaction, specifically; pay satisfaction, social and growth satisfaction and supervision satisfaction mediate the influence of interpersonal performance appraisal justice and employee commitment.

Table 4.26: Bootstrapping Test of Mediation at 95% Confidence Intervals (C.I) Constructed by Percentile (PC) Bootstrapping Methods

Path/Relationship	Mediation Effect (ab)	BootSE	95% Confidence Level (C.I)	
			BootLC.I	BootUC.I
Procedural PAJ>Pay.....>Affective EC	0.015	0.017	-0.014	0.052
Procedural PAJ.....> Pay.....> Normative EC	0.071*	0.025	0.025	0.123
Procedural PAJ>Pay> Continuance EC	0.043*	0.021	0.009	0.088
Procedural PAJ>Pay> E-Commitment	0.039*	0.015	0.013	0.072
Procedural PAJ>SGS>Affective EC	0.045*	0.023	0.001	0.094
Procedural PAJ ...>SGS> Normative EC	0.087*	0.025	0.042	0.139
Procedural PAJ>SGS.....>Continuance EC	0.064*	0.019	0.029	0.103
Procedural PAJ ...>SGS.....>E-Commitment	0.065*	0.017	0.035	0.099
Procedural PAJ ...>Supervision....>Affective EC	-0.009	0.026	-0.060	0.045
Procedural PAJ ...>Supervision...>Normative EC	0.109*	0.028	0.058	0.165
Procedural PAJ ...>Supervision...>Continuance EC	0.028	0.025	-0.016	0.082
Procedural PAJ...>Supervision....>E-Commitment	0.041*	0.017	0.011	0.078

Note: (i) *Bootstrap estimate is significant at 5% (0.05). (ii) **Bolded starred estimate** = Indirect effect (Mediation) is significant.

4.4 Conclusions from Questionnaires

The following are the key conclusions that can be drawn from the questionnaire analysis: The first research objective sought to determine whether performance appraisal justice has significant positive effect on employee job satisfaction. The results indicate that out of the three dimensions of performance appraisal justice, only procedural performance appraisal justice significantly predicted healthcare workers' job satisfaction with respect to pay satisfaction, social and growth satisfaction and supervision. Interpersonal performance appraisal justice can only increase their social and growth satisfaction while distributive performance appraisal justice, surprisingly did not significantly influence any of the three dimensions of healthcare workers' job satisfaction. Based on these results, it can be argued that performance appraisal justice generally and specifically, informational performance appraisal justice and interpersonal performance appraisal justice have a significant positive influence on employee. These results therefore provide an empirical support for the first hypothesis that performance appraisal justice has significant positive effect on employee job satisfaction.

The second research objective sought to determine whether the effect of performance appraisal justice on job satisfaction will differ significantly between public health sector and private health sector workers. The results showed that distributive performance appraisal justice did not have any influence on public sector health workers' job satisfaction with respect to pay satisfaction, social and growth satisfaction, and supervision satisfaction. Similar result was found in the private health sector. Like the public health sector results, distributive performance appraisal has no effect on the various dimensions of job satisfaction (pay satisfaction, social and growth satisfaction, and supervision satisfaction) among private sector health workers in Ghana. This means that distributive performance appraisal justice does not differently and significantly predict employee job satisfaction between the public sector and private sector. Thus, there is no significant difference in the effect of distributive performance appraisal justice on employee job satisfaction between public and private healthcare sectors in Ghana.

Also, interpersonal performance appraisal justice has insignificant effects on pay satisfaction and supervision satisfaction. It however, positively and significantly predicts social and growth satisfaction among public sector healthcare workers in Ghana. Likewise, in the private sector, interpersonal performance appraisal has no effect on private sector health workers' job satisfaction in terms of pay satisfaction, social and growth satisfaction and supervision satisfaction. This means that interpersonal performance appraisal justice predicts only predict social and growth satisfaction differently between healthcare workers in public and private sectors. Finally, apart from pay satisfaction, procedural performance appraisal justice has a significant positive effect on public healthcare workers' social and growth satisfaction and supervision satisfaction. Similarly, in the private health sector, with the exception of social and growth satisfaction, procedural performance appraisal justice has a significant positive effect on private healthcare workers' job satisfaction in terms of pay satisfaction and supervision satisfaction. Based on these results, it can be inferred that procedural performance appraisal justice predicted job satisfaction differently among workers in Ghana's public and private health sector workers in terms of pay satisfaction, and social and growth satisfaction. Besides, although procedural appraisal justice has significant positive effect on workers job satisfaction with respect to supervision satisfaction in both sectors, it predicted it higher among workers in the public sector than the private sector.

The third research objective sought to determine whether performance appraisal justice has significant positive effect on employee commitment. The study found that distributive performance appraisal justice has a negative effect on employees' affective commitment but showed a significant positive influence on normative employee commitment. This result means that increase in distributive performance appraisal justice will surprisingly lead to a reduction in employee affective commitment but will be associated with improvement in normative commitment. However, changes in distributive performance appraisal justice will not be associated with changes in normative commitment. Moreover, interpersonal performance appraisal justice has no significant effect on commitment (affective, normative and continuance) level of healthcare workers in Ghana. Relatedly, procedural performance appraisal justice only predicted normative commitment, and hence, changes in procedural performance appraisal justice will not be associated with changes in employees' affective and continuance commitments. Overall, it can be inferred that performance appraisal justice has a mixed influence on employee commitment. Specifically, distributive justice has a negative effect on employees' affective commitment but showed a significant positive influence on normative employee commitment while it showed no significant influence on continuance commitment. Similarly, and as earlier indicated interpersonal performance appraisal justice has no significant effect on employee commitment (affective, normative and continuance). Likewise, procedural performance appraisal justice showed a significant positive influence on normative commitment but did not have any significant influence on affective commitment and continuance employee commitment.

The fourth research objective sought to determine whether the effect of performance appraisal justice on employee commitment will differ significantly between public health sector and private health sector workers. Distributive performance appraisal justice does not make any significant contributions to the prediction of employee commitment in Ghana's public health sector in terms of their affective, normative and continuance commitments. However, in the private sector, apart from the continuance commitment, distributive performance appraisal has significantly predicted employee affective commitment and normative commitment. This means that distributive performance appraisal justice has predicted employee commitment in Ghana's private healthcare sector but its influence on the commitment level of public healthcare workers is insignificant. Also, interpersonal performance appraisal justice does not make any significant contributions to the prediction of employee commitment in Ghana's public health sector. Similarly, interpersonal performance appraisal justice does not significantly predict the

commitment level of private health sector workers in Ghana with respect to their affective commitment, normative commitments and continuance commitments. This implies that the effect of interpersonal performance appraisal justice on employee commitment does not differ significantly between public health sector and private health sector workers as interpersonal performance appraisal justice did not predict employee commitment in both sectors. Moreover, procedural performance appraisal justice does not significantly predict employee's affective commitment and continuance commitment. It however has a significant positive effect on normative commitment of public sector healthcare workers. In the private sector however, procedural performance appraisal justice has insignificant effect on normative commitment and continuance commitment but significantly and positively predicted employee affective commitment. This means that the effect of procedural performance appraisal justice on employee commitment is slightly different between public health sector and private health sector workers. Besides, procedural performance appraisal justice predicted normative commitment in the public sector but predicted affective commitment in the private sector while continuance commitment was insignificant across both sectors. However, interpersonal performance appraisal justice makes no contributions to the predictions of employee commitment in both sectors. Generally, therefore, it is concluded that performance appraisal justice predict employee commitment slightly different between public sector healthcare workers and that of their private sector counterparts.

The fifth research objective sought to determine whether employee job satisfaction will have a significant positive effect on employee commitment in the Ghanaian health sector. Employee pay satisfaction has a positive effect on affective commitment, normative commitment and continuance commitment but only normative commitment result was statistically significant. Furthermore, employee social and growth satisfaction has significant positive effect on employee affective commitment normative commitment, and continuance commitment. This means that when employees' social and growth satisfaction increases, it will be associated with increases in their affective, normative and continuance commitments. Similarly, employee supervision satisfaction has significant positive effect on normative commitment but insignificant negative effect on affective commitment and continuance commitment. Overall, it can be inferred that employee job satisfaction generally creates commitment of employees, and that, increases in job satisfaction can result in enhanced employee commitment.

Finally, the study sought to determine if employee job satisfaction (pay, social and growth, and supervision) will mediate the relationship between distributive performance appraisal justice and employee commitment. The statistical results generally showed that employee job satisfaction (specifically, social and growth satisfaction and supervision satisfaction) mediates the influence of distributive performance appraisal justice and employee commitment. Similarly, the findings generally indicate that employee job satisfaction (specifically, social and growth satisfaction and supervision satisfaction) mediates the influence of interpersonal performance appraisal justice and employee commitment. Likewise, the statistical findings imply that employees' satisfaction with supervision at work can serve as an important central motivational mechanism through which informational performance appraisal justice can enhance employee commitment generally and specifically, normative employee commitment. Thus, based on the overall empirical mediation results, it can be inferred that all the dimensions of employee job satisfaction, specifically; pay satisfaction, social and growth satisfaction and supervision satisfaction mediate the influence of interpersonal performance appraisal justice and employee commitment with social and growth satisfaction emerged as the best mediator between performance appraisal justice dimensions and employee commitment, followed by employee supervision satisfaction, and employee pay satisfaction respectively.

4.5 Analysis of the Interviews

The following presents the interview responses from both private and public sector health workers on how performance appraisal justice can affect job satisfaction and employee commitment. As noted earlier in the data analysis sub-section of chapter three, the researcher analyses the data using thematic data analysis. Consistent with Braun and Clark's (2006) six procedure for thematic data analysis, the researcher read through the data several times to get familiar with the data, and to also assist in the definition and categorization of the themes that emerged from the data, as well as to presents the findings. The researcher identifies various themes and sub-themes which have strong relationship to the research objectives or the research questions. These themes are presented as follows:

4.5.1 Public Sector Results

Perceived fairness of performance appraisal practices: The study seeks to find out whether employees in public health institutions perceive their performance appraisal system to be fair. In this regard, the question "how do you

describe your performance appraisal procedures? Is it fair?" is posed to the interviewees. The responses reveal that respondents agree that existing performance appraisal systems in the sampled public health institutions in Ghana is generally fair. For example, one of the respondents states that "Oh yes [it is fair] because it gives subordinates opportunity to also give their views and countersign the PA [performance appraisal] form (Public 1). Another respondent thinks it is fair. According to this respondent, "because all of us in charges are involved so each unit set their own objectives according to their needs over there. Then we discuss how to achieve them hence, communicate with those under us, that is subordinates (Public, 3). Another respondent also opines that their performance appraisal system is "somehow [fair]. According to him, "most of the time it's whom you know. If you're close to [those] in charge he will favour you. Sometimes too [those] in charge can use PA to punish me because he does not like me (Public, 2).

Performance appraisal justice predict job satisfaction: The study also seeks to ascertain whether performance appraisal justice can influence job satisfaction of workers. The responses from the interviews show that performance appraisal justice can enhance job satisfaction. For instance, a respondent in response to the question "*does performance appraisal justice predict job satisfaction?*" says "yes of course. If it is done well. Because the appraisees know where they stand, and if the weaknesses are addressed, the appraisees become satisfied" (Public, 1). Similarly, another respondent says "for me if there is fairness I will do my best. If my superior will assess me based on my performance, then I will have no problem and be happy with my duties but if there is bias then I will also find a way not to worry myself too much" (Public 2). Aside this, another respondent believes "oh yes. If subordinates feel some fairness in the PA they will give off their best" (Public 3).

Does performance appraisal justice influence employee commitment: The study seeks to examine whether performance appraisal justice can influence employee commitment of workers. The responses from the interviews show that performance appraisal justice can enhance employee commitment. For instance, a respondent in response to the question "*does performance appraisal justice influence employee commitment?*" says "yes, yes, yes. Performance appraisal is good apart from assessing subordinates; it gives the opportunity to have a cordial relationship with your superior. It also helps and allows staff to know that they have a contribution to be made to the organisation. The fairness here will boost the morale and commitment of employees" (Public, 1). This response is reinforced by another respondent who notes that "oh yes, if everything is done well I will not think of leaving my job. I will come to my work early, do and leave at closing" (Public 2). Similarly, another respondent agrees with earlier respondents by stating that "it does. Commitment to work is very important, if employees, that is, subordinates are not committed; a lot of things go wrong. Sometimes they know the right thing to do but they would not do it if they feel no fairness in the performance appraisal. Commitment will let them go extra mile to get things done. Again if they also know that performance appraisal is used in a way that will benefit them, for example, promotion, recognition, incentives, [and] higher pay they will work harder (Public 3).

4.5.2 Private Sector Results

Fairness of Performance Appraisal Practices: Like in the public sector, the study also seeks to ascertain whether performance appraisal justice can influence job satisfaction of workers in private sector health institutions. The responses from the interviews suggest that performance appraisal systems in private sector health institutions in the Ghana are not fair. In a response to the question "*how do you describe your performance appraisal procedures is it fair?*" a respondent says "for me performance appraisal is not fair. We use faces to rate staff because of our closeness to them. Those in charge don't report any bad behaviour of staff because they don't want to be the ones to deny subordinates their promotion" (Private 1). This is also expressed by another respondent in the following words of the respondent "not at all. Because when they (those in charge) set the objectives, we don't come in, they just tell us whether we can achieve it or not, they don't care. In fact they don't involve us" (Private 2). Thus, the respondent's highlights non-participation in setting of performance goals as basis for stating that there is no fairness in their performance appraisal system.

Performance appraisal justice and job satisfaction: The study examines whether performance appraisal justice can influence job satisfaction of workers in private sector health institutions. The responses from the interviews show that when there is fairness in performance appraisal practices, it can enhance their job satisfaction. For instance, a respondent in response to the question "*does performance appraisal justice predict job satisfaction?*" says "yes if everything is fair why won't I be satisfied but if you consider somebody, that is, a colleague more than me, I become

angry. For example, because that person is more beautiful than me you give her high rate even though I work harder than her, then I won't be satisfied. I will then not do the work from my heart (Private, 2).

Performance appraisal justice influence employee commitment? This research also aims at determining whether when workers can become committed to their work if they perceive their institutions' performance appraisal system to be fair. To achieve this, interviews are conducted. The qualitative evidence reveals that perceived fairness in performance appraisal practices or systems will improve employee commitment. For instance, in a response to the question "*does performance appraisal justice influence employee commitment?*" an interviewee says "Oh yes. When you appraise and reward and paste on the notice board or print a citation, it boost the morale of employees and of course they will do better. People want recognition you know what I mean. I think this would not be in monetary terms. If...this person whose performance is recognised and given a pat on the back, what happens to the others, it will influence them to work hard" (Private 1). Another respondent agrees with the above by saying "Yes. My commitment will be high if everything is going well. I will come to work early, not look elsewhere for a new job, not be afraid of my superior, won't think of dismissal and others".

4.6 Conclusions from Interviews

In conclusion, the results from the interview responses from both workers in the public and private sector health institutions show that the performance appraisal justice can enhance job satisfaction, if is done in a manner that treats all workers equally and fairly. The study further concludes on the basis of the qualitative evidence from both workers in the public sector and private sector health institutions that perceived fairness in performance appraisal practices or systems will improve employee commitment.

4.7 Results and Outcome of Scientific Analysis

4.7.1 Performance Appraisal Justice and employee job satisfaction

The first research objective sought to determine whether performance appraisal justice has significant positive effect on employee job satisfaction. The results indicate procedural performance appraisal justice significantly predicted healthcare workers' job satisfaction with respect to pay satisfaction, social and growth satisfaction and supervision, thereby implying that procedural performance appraisal justice can contribute positively to employee job satisfaction. This result means that when employees' supervisors explain the procedures of the performance appraisal process thoroughly to them, it can help them obtain detail and adequate information about their pay and potential salary adjustments, opportunities that exist for their growth and social development as well as forming positive perception of their supervisors.

This in turn will make them become more satisfied with their job. This is consistent with Tallman et al.'s (2009) views that perception of justice in organisational processes, in this case, performance appraisal processes and procedures, enables employees to consider managerial and organisational decisions as legitimate. And when employees perceived decisions and processes as being legitimate, it results in improved job satisfaction and other positive employee outcomes. This result therefore is consistent with the organisational justice theory. It is also in line with previous empirical studies (e.g. Arab & Atan, 2018; Day, 2011; Thurston Jr. & McNall, 2010) that procedural justice is a significant determinant of employee job satisfaction. Similarly, the empirical results showed that interpersonal performance appraisal justice has a significant positive effect on employees' social and growth satisfaction. This means that when employees perceive improvements in interpersonal performance appraisal justice, it result in improved job satisfaction in terms of employee social and growth satisfaction. It further suggests that in organisations where supervisors and managers during the performance appraisal meeting, treat their supervisors in a polite manner and with dignity, can make employees happy in exercising more independent thought and action on their jobs. This makes them experience positive satisfaction with their social development and career growth. These results supported previous findings (e.g. Arab & Atan, 2018; Thurston Jr. & McNall, 2010) that interpersonal justice positively contributed to employee job satisfaction.

However, interpersonal performance appraisal justice did not significantly predicted employees pay satisfaction and supervision satisfaction. This could mean that employees in the health sector do not regard as important interpersonal justice as a major determinant of their pay. That is their pay satisfaction may not change simply because they have been treated with respect or not during performance appraisals. It is however, surprising that interpersonal justice did not predict employees' supervision satisfaction since interpersonal activities are significant aspect of supervision in every organisation. The insignificant effect of interpersonal performance appraisal

justice on employees' pay and supervision satisfaction seems to confirm Day's (2011) study which shows that interpersonal justice did not have any influence on job satisfaction among employees of a Midwestern public university in the USA but inconsistent with other findings (e.g. Thurston Jr. & McNall, 2010).

Distributive performance appraisal justice surprisingly did not significantly influence any of the three dimensions of healthcare workers' job satisfaction. Meanwhile, it is expected that in organisations where supervisors and managers ensure that outcomes of performance appraisal process reflects the efforts an employee has put into his/her work, it will make employees to be happy and satisfied with their job because they know that the organisation will duly recognise their efforts and contributions in a fair manner. This therefore suggests that supervisors and managers in the health sector are not doing much to ensure that employees' performance appraisal outcomes reflect their efforts and contributions during the performance review cycle.

This result is also inconsistent with findings of previous studies (e.g. Arab & Atan, 2018; Day, (2011; Katou, 2013) which found that there is a significant positive influence of distributive organisational justice on job satisfaction. It further contradicted the propositions of the organisational justice theory and Adams' (1965) equity theory that perceived fairness in distribution of organisational outcomes should impact positively on employee attitudes such as their job satisfactions. This contradictions in the findings can be explained by the focus of this studies. While the above studies (e.g. Arab & Atan, 2018; Day, 2011; Katou, 2013) focused on the broader concept of distribute organisational justice, this present study only focused on employees' distributive justice with respect to their performance appraisal outcomes. Also, the above studies were conducted in other contexts other than Ghana and with no focus on the health sector but educational sectors, among others, hence, the difference in the empirical findings.

Overall, based on these results, it can be argued that performance appraisal justice generally and specifically, procedural performance appraisal justice and interpersonal performance appraisal justice can make positive contributions to employee job satisfaction. When workers perceive fairness in their institutions' performance appraisal practices, they become more motivated at work. These results therefore provide an empirical support for the first hypothesis that performance appraisal justice has significant positive effect on employee job satisfaction. This findings support previous results (e.g. Aly & El-Shanawany, 2016; Chaponda, 2014; Ahmed et al., 2010; Bowra & Nasir, 2014; Brown et al., 2010; Darehzereshki, 2013; Ganesh & Joseph, 2011; Kampkötter, 2017; Liu et al., 2010; Malik & Aslam, 2013; Shrivastava & Purang, 2011; Sommer & Kulkarni, 2012) that demonstrate significant positive roles of performance appraisal justice or fairness in enhancing job satisfaction among workers. For example, in Germany, using panel regression analysis, Kampkötter (2017) shows that performance appraisal system enhances job satisfaction among workers. Similarly, Thurston Jr. and McNall (2010) find that there is significant relationships between procedural justice and appraisal system satisfaction, and further reveal that distributive justice, interpersonal and procedural justices are helpful behaviours in achieving performance appraisal satisfaction.

This result suggests that when employees have high quality experience with performance appraisal system or practices, it increases their satisfaction level with their job (Arshad et al., 2013; Fried & Ferris, 1987; Sommer & Kulkarni, 2012). It means that when workers perceive high level of justice or fairness in their institutions' performance appraisal practices or systems, their job satisfaction will increase. Results again suggest that workers who have quality experience with their institutions' performance appraisal systems have high tendency to be more satisfied with their jobs compared to those who perceive low quality experience. Furthermore, this result can be explained in the context of the organisational justice theory. Organisational justice is concerned with people's fairness perceptions in their employment relationship (Fortin, 2008). This result therefore implies that when there is perceived fairness of the performance appraisal process, fairness of performance-related pay, as well as the quality of the interaction between appraisers and appraisees in the practice of performance appraisal, it can eliminate from employees or appraisees, the feeling of being unfairly treated or cheated with respect to the outcomes of their performance appraisal. This will consequently increase their satisfaction with their job. However, it contradicts Arthur's (2015) findings that workers' are dissatisfied with their systems of performance appraisal. The sectoral differences can explain this difference in the results. While Arthur's (2015) study focuses on administrative staff in tertiary educational environment, this study concentrates on workers in both private and public health institutions in Ghana.

4.7.2 Sectoral Analysis of Performance appraisal justice on job satisfaction

The second research objective sought to determine whether the effect of performance appraisal justice on job satisfaction will differ significantly between public health sector and private health sector workers. The results showed that distributive performance appraisal justice did not have any influence on public sector health workers' job

satisfaction with respect to pay satisfaction, social and growth satisfaction, and supervision satisfaction. Similar result was found in the private health sector. Like the public health sector results, distributive performance appraisal has no effect on the various dimensions of job satisfaction (pay satisfaction, social and growth satisfaction, and supervision satisfaction) among private sector health workers in Ghana. This means that distributive performance appraisal justice does not differently and significantly predict employee job satisfaction between the public sector and private sector. Thus, there is no significant difference in the effect of distributive performance appraisal justice on employee job satisfaction between public and private healthcare sectors in Ghana. This result, as previously suggested, could mean that supervisors and managers in both the public and private health sectors in Ghana are doing little to ensure that employees' performance appraisal outcomes reflect their efforts and contributions during the performance review cycle. It may also indicate that both have similar distributive practices with respect to performance appraisal outcomes in both sectors with no or little emphasis on stimulating employee happiness with their job through fair distributive practices in their performance appraisal, hence, this similar result in both sectors. This result is inconsistent with findings of previous studies (e.g. Arab & Atan, 2018; Day, (2011; Katou, 2013) which found that there is a significant positive influence of distributive organisational justice on job satisfaction.

Also, interpersonal performance appraisal justice has insignificant effects on pay satisfaction and supervision satisfaction among workers in the public sector. It however, positively and significantly predicts social and growth satisfaction among public sector healthcare workers in Ghana. Likewise, in the private sector, interpersonal performance appraisal has no effect on private sector health workers' job satisfaction in terms of pay satisfaction, social and growth satisfaction and supervision satisfaction. This means that interpersonal performance appraisal justice only predict social and growth satisfaction differently between healthcare workers in public and private sectors. This suggests that appraisers or supervisors in the public sector tend to treat their subordinates more fairly, respectfully and with dignity during their performance appraisal meetings than their counterparts in the private sector. This therefore could have accounted for this result, which suggests that the respectful treatment given to employees in the public sector make employees operating there become happy with their social development and career growth than their colleagues in the private sector.

Finally, apart from pay satisfaction, procedural performance appraisal justice has a significant positive effect on public sector health workers' social and growth satisfaction and supervision satisfaction. Similarly, in the private health sector, with the exception of social and growth satisfaction, procedural performance appraisal justice has a significant positive effect on private healthcare workers' job satisfaction in terms of pay satisfaction and supervision satisfaction. Based on these results, it can be inferred that procedural performance appraisal justice predicted job satisfaction differently among workers in Ghana's public and private health sector workers in terms of pay satisfaction, and social and growth satisfaction. While employees in the public sector do not regard procedural justice as a major factor that can determine their pay satisfaction, their counterparts in the private sector regard it as a major factor. This difference in the result with respect to pay satisfaction could be explained by the fact that in the public sector in Ghana, there are laid down procedures for the conduct of performance appraisal exercise in all health facilities throughout the country. These procedures are largely standardised in all public health institutions. As a result, employees are well aware of them and because of its standardised nature, supervisors have little discretion to perpetuate injustices against their pay levels and other fringe benefits. Besides, unlike the private sector, there is a clear structure or regulated framework for pay adjustments in the public sector which are well known to most employees. However, in the private sector, such standardizations of performance appraisal processes are minimal thereby giving more discretion and power to supervisors over how it is conducted. Its administration will obviously within this context can have effect on job satisfaction as shown by the empirical results. It means that when supervisors explain the performance appraisal process adequately to employees, it can enlighten them about the benefits and opportunities inherent in it such as the linkage between pay adjustment and performance appraisal outcomes, among others, and hence, influencing their pay satisfaction positively.

Besides, although procedural appraisal justice has significant positive effect on workers job satisfaction with respect to supervision satisfaction in both sectors, it predicted it higher among workers in the public sector than the private sector health workers. This suggests that supervisors in the public sector effectively use procedural appraisal justice to get their subordinates happy with their supervisions than their counterparts in the private sector. This difference in findings of the study indicates that health workers in the public sector generally perceive their performance appraisal system to be fair with respect to procedural, distributive, interpersonal and procedural justice (Ikramullah et al., 2011) compared to their counterparts in the private sector. Indeed, it can be gathered from the ISSN: 2676-2749 (Online) | Impact Factor (IF): 7.807 | Journal DOI: 10.15373/22501991

interview responses that employees generally agree that existing performance appraisal systems in the sampled public health institutions is generally fair.

However, evidence from the private sector health workers in the region suggests that performance appraisal systems in private sector health institutions are not fair. For example, in a response to the question “*how do you describe your performance appraisal procedures is it fair?*” the respondents note that for them performance appraisal is not fair because their institutions use “faces” to rate staff due to how close they are to their appraisers. It also means that appraisers in private sector health institutions do not provide transparent and true reports or assessment of the behaviours and performance of their subordinates because they fear it may cause their promotion and other organisational benefits. This therefore can explain why performance appraisal justice predicts job satisfaction slightly higher among public sector health workers compared to private sector health workers.

4.7.3 Performance Appraisal Justice and Employee Commitment

The third research objective sought to determine whether performance appraisal justice has significant positive effect on employee commitment. The study found that distributive performance appraisal justice has a negative effect on employees’ affective commitment but showed a significant positive influence on normative employee commitment. However, changes in distributive performance appraisal justice will not be associated with changes in continuance commitment. This result means that increases in distributive performance appraisal justice will surprisingly lead to a reduction in employee affective commitment but will be associated with improvement in normative commitment. This means that in the health sector in Ghana, managers can only use distributive performance appraisal justice to boost their subordinates’ normative commitment as fair performance appraisal related outcomes can make employees feel they owe a great deal to their present organization. Relatedly, the negative effect of distributive performance appraisal justice on affective commitment of healthcare workers suggests that when the outcome of performance appraisal process does not reflect what employee has contributed to the organization, it reduces the morale by hurting their feelings and emotions. This seems to be in line with Arshad et al.’s (2013) findings that political motives of the appraisers in performance appraisal exercise reduces employees’ loyalty or commitment levels. Overall, it can be inferred from this statistical evidence that distributive performance appraisal justice generally has a mixed effect on employee commitment. It is therefore inconsistent with previous studies (e.g. Agyare et al., 2016; Arshad et al., 2013; Bekele et al., 2014; Brown et al., 2010; Katou, 2013; Mensah et al., 2016; Suliman & Al Kathairi, 2012; Wittmer et al., 2010) that found positive result. The difference in result may be as a result of how employee commitment to their organisation is measured. In this study, employee commitment is explored at factorial level while in most of the above studies that found positive results; employee commitment was treated as unidimensional construct.

The findings are also largely at variance with the propositions of the equity theory and distributive organisational justice theory as distributive performance appraisal justice only predicted one of the three measures of employee commitment. The distributive justice component of the organisational justice theory which is rooted in Adams’ (1965) equity theory, focuses on the fairness of the evaluations received in relation to the work performed (Akanbi & Ofoegbu, 2013; Greenberg, 1986). From the distributive organisational justice theory perspective, it is argued that supervisors treating their employees equally and fairly with respect to perceived fairness of the performance appraisal process, fairness of performance-related pay can guarantee only the enlistment of normative employee commitment but not their continuance commitment. It however has the potential to decrease its affective commitments based on the reason provided earlier.

Moreover, interpersonal performance appraisal justice has no significant effect on commitment (affective, normative and continuance) level of healthcare workers in Ghana. This means that changes in interpersonal performance appraisal justice will not be associated with changes in healthcare workers’ commitment to their health institutions. These results therefore overwhelmingly contradicted earlier findings (e.g. Agyare et al., 2016; Arshad et al., 2013; Bekele et al., 2014; Brown et al., 2010; Katou, 2013; Mensah et al., 2016; Suliman & Al Kathairi, 2012; Wittmer et al., 2010) that showed that there is a strong influence of interpersonal justice on employee commitment. For instance, in Ghana, Mensah et al. (2016) examined the influence of organizational justice on organizational commitment. The authors used data from 463 employees working in 13 commercial banks in Koforidua, Ghana. Their structural equation modeling results revealed that organisational justice has a positive effect on organisational commitment. The difference in result may be attributed to differences in sectoral focus. This present study focused on health sector workers while most of the studies showing positive results focused on sectors such as commercial banks,

among others. Besides, this result is surprising given the view that since interactional justice looks at interpersonal aspect of decision making, particularly the fairness of decision makers' behaviour (Demirel & Yücel, 2013) such as the decision maker's provision of satisfactory explanation of the allocation decision as well as treating employees with respect when implementing a decision (Staley, Dastoor, Magner & Stolp, 2003) should lead to the creation of committed employees. What this result mean is that workers in healthcare institutions do not regard interpersonal performance appraisal justice as a factor that can enlist their emotional attachment, normative and continuance commitments. Thus, their organisational commitment may be explained by other factors rather than interpersonal performance appraisal justice.

Relatedly, procedural performance appraisal justice only predicted normative commitment. This means that when managers provide employees with sufficient information about the performance appraisal process, it will increase their normative commitment as it can make them feel they have obligation to reciprocate the gestures demonstrated by their supervisors. These results therefore partly confirmed findings of Suliman and Al Kathairi, (2012) and Wittmer et al.'s (2010) that showed that procedural justice leads to the creation of committed employees. As earlier indicated, procedural performance appraisal justice has insignificant effect on employees' affective and continuance commitment. This implies that changes in informational performance appraisal justice will not be associated with changes in employees' affective and continuance commitments. This finding is inconsistent with previous studies (e.g. Asiamah and Mireku, 2016; Katou, 2013) that found significant positive effect of procedural justice on employee commitment. This result implies that the healthcare institutions in Ghana seem not to link the fairness of procedures in relation to the development of employees goals development so as to make them develop emotional attachment towards staying and working for the best interest of the organisation (Buchner, 2007).

In general, it can be inferred that performance appraisal justice has a mixed influence on employee commitment. As indicated previously, distributive justice has a negative effect on employees' affective commitment but showed a significant positive influence on normative employee commitment while it showed no significant influence on continuance commitment. Similarly, and as earlier indicated that interpersonal performance appraisal justice has no significant effect on employee commitment (affective, normative and continuance). However, informational performance appraisal justice showed a significant positive influence on normative commitment but did not have any significant influence on affective commitment and continuance employee commitment. This mixed result is inconsistent with several studies (e.g. Brown et al., 2010; Arshad et al., 2013; Bekele et al. 2014; Agyare et al., 2016) that find that performance appraisal justice or fairness is instrumental in increasing employee commitment. Pearce and Porter (1986) and Sweeney and McFarlin (1993) reveal that employees who perceived recognition of their performance to the organisation in their performance appraisal system, have higher tendency to be committed to their jobs.

4.7.4 Sectoral Comparison of Performance Appraisal effect on Employee commitment

The fourth research objective sought to determine whether the effect performance appraisal justice on employee commitment will differ significantly between public health sector and private health sector workers. Distributive performance appraisal justice does not make any significant contributions to the prediction of employee commitment in Ghana's public health sector in terms of their affective, normative and continuance commitments. However, in the private sector, apart from the continuance commitment, distributive performance appraisal has significantly predicted employee affective commitment and normative commitment. This means that distributive performance appraisal justice has predicted employee commitment Ghana's private healthcare sector but its influence on the commitment level of public healthcare workers is insignificant. This result suggests that managers in the private health sector tend to ensure that employees performance appraisal outcomes fairly and equally reflect their performance and contributions (Adams, 1965; Akanbi & Ofoegbu, 2013; Greenberg, 1986). It however appears that in the public sector, managers do not ensure fairness in terms of performance appraisal practices to the extent that it can influence the commitment levels of their supervisors.

Also, interpersonal performance appraisal justice does not make any significant contributions to the prediction of employee commitment in Ghana's public health sector. Similarly, interpersonal performance appraisal justice does not significantly predict the commitment level of private health sector workers in Ghana with respect to their affective commitment, normative commitments and continuance commitments. This implies that the effect of interpersonal performance appraisal justice on employee commitment does not differ significantly between public health sector and private health sector workers as interpersonal performance appraisal justice did not predict employee

commitment in both sectors. The empirical evidence failed to provide evidence in support of previous researchers' findings (e.g. Agyare et al., 2016; Arshad et al., 2013; Bekele et al., 2014; Brown et al., 2010; Katou, 2013; Mensah et al., 2016; Suliman & Al Kathairi, 2012; Wittmer et al., 2010) showed interpersonal justice can significantly and positively contribute to employee commitment. This implies that healthcare workers in Ghana, whether they are operating in public or private sectors do not regard interpersonal performance appraisal justice as a factor that can enlist their emotional attachment, normative and continuance commitments. It indicates that the level of fairness in interactional aspect of performance appraisal process in both private and public healthcare institutions are low and therefore, make insignificant contributions to the creation of committed healthcare workers.

In addition, procedural performance appraisal justice does not significantly predict employee's affective commitment and continuance commitment. It however has a significant positive effect on normative commitment of public sector healthcare workers. In the private sector however, procedural performance appraisal justice has insignificant effect on normative commitment and continuance commitment but significantly and positively predicted employee affective commitment. Besides, procedural performance appraisal justice predicted normative commitment in the public sector but predicted affective commitment in the private sector while continuance commitment was insignificant across both sectors. This suggests that managers in the private sector are able to help employees adequately understand the performance appraisal process. This helps them to emotionally prepare for the various tasks associated with the practice of performance appraisal in Ghana, thereby impacting on their emotional or affective commitment to the organisation. However, in the public sector, managers seem to use fairness in the performance appraisal to make employees develop normative commitment to the organisation by making them develop a sense of responsibility towards the organisation. Generally, therefore, it is concluded that performance appraisal justice predict employee commitment slightly different between public sector healthcare workers and that of their private sector counterparts. This difference in the result can mean that workers in the private health sector do not consider their existing performance appraisal systems in their institutions fair enough to win their commitment but their counterparts in the public sector perceived high level of justice and fairness in their appraisal designs and implementation, thereby, making them become more committed to the cause of their job and organisation as a whole. Furthermore, the results imply that the fairness of performance appraisal in public institutions make their employees more likely to go to work regularly, do all assigned duties to the best of their ability, and also perform any other tasks for the betterment of the organisation (Meyer & Allen, 1991). However, the level of fairness in the private health sector does not make workers offer that level of commitment to their organisation.

4.7.5 Employee job satisfaction and employee commitment

The fifth research objective sought to determine whether employee job satisfaction will have a significant positive effect on employee commitment in the Ghanaian health sector. Employee pay satisfaction has a positive effect on affective commitment, normative commitment and continuance commitment but only normative commitment result was statistically significant. This result is consistent with findings of Valaei and Rezaei (2016) that there is a significant influence of payments and fringe benefits on employees' normative commitment. It however contradicted findings of other researchers (e.g. Ren et al., 2017; Peluso et al., 2017; Valaei & Rezaei, 2016) that payments or base pay contribute to affective commitment. For instance, Valaei and Rezaei, (2016) examined the influence of Spector's nine job satisfaction facets on the various dimensions of organizational commitment. Using data from 256 employees, the researchers found that "payment, promotion, fringe benefits, co-worker, communication, operating procedures and nature of the work are positively associated with affective commitment. Furthermore, payment, promotion, fringe benefits, supervision, contingent rewards, operating procedures and nature of the work have a positive relationship" with normative commitment" (p.1663). Similarly, Ren et al. (2017, p.94) showed that of perception of performance-related and pay level satisfaction positively predicted employees' affective commitment. This implies when health workers in Ghana are satisfied with their pay, they develop normative commitment towards the organisation but their affective commitment and continuance commitment levels seem to be influenced by other factors rather than satisfaction with their pay.

Furthermore, employee social and growth satisfaction has significant positive effect on employee affective commitment continuance commitment, and normative commitment. This means that when employees' social and growth satisfaction increases, it will be associated with increases in their affective, normative and continuance commitments. This result is in line with findings of Peluso et al. (2017) that showed that training and development opportunities, and positive work environment have a significant positive influence on affective commitment. It

suggests that when there is effective existence of co-worker communications (e.g. Valaei and Rezaei, 2016) and more training and development opportunities coupled with positive work environment (Peluso et al., 2017) in the healthcare providers level of commitment to the organisation will also be high.

Similarly, employee supervision satisfaction has significant positive effect on normative commitment but insignificant negative effect on affective commitment and continuance commitment. This suggests that when the amount of support and guidance workers receive from their supervisors is high, it can increase their normative commitment to the organisation but not their affective and continuance commitments. Overall, it can be inferred that employee job satisfaction generally creates commitment of employees, and that, increases in job satisfaction can result in enhanced employee commitment. This evidence is consistent with several other studies have examined the relationship between job satisfaction and employee commitment (e.g. Ocen, Francis & Angundaru, 2017; Peluso, Innocenti & Pilati, 2017; Ren, Fang & Yang, 2017; Wang & Seifert, 2017; Valaei & Rezaei, 2016). For instance, in the banking sector of Uganda, Ocen et al. (2017, p.742) established that job satisfaction has a significant positive influence on employee commitment. This means that satisfied employees are more committed to their organizations but employees who are dissatisfied with their job often contemplate leaving their present organisation.

4.7.6 Mediation role of Employee Job Satisfaction on Performance Appraisal Justice and Employee Commitment

The sixth research objective sought to determine if employee job satisfaction (pay, social and growth, and supervision) will mediate the relationship between distributive performance appraisal justice and employee commitment. The statistical results generally showed that employee job satisfaction (specifically, social and growth satisfaction and supervision satisfaction) mediates the influence of distributive performance appraisal justice and employee commitment. Similarly, the findings generally indicate that employee job satisfaction (specifically, social and growth satisfaction and supervision satisfaction) mediates the influence of interpersonal performance appraisal justice and employee commitment. Likewise, the statistical findings imply that employees' satisfaction with supervision at work can serve as an important central motivational mechanism through which informational performance appraisal justice can enhance employee commitment generally and specifically, normative employee commitment. Thus, based on the overall empirical mediation results, it can be inferred that all the dimensions of employee job satisfaction, specifically; pay satisfaction, social and growth satisfaction and supervision satisfaction mediate the influence of interpersonal performance appraisal justice and employee commitment with social and growth satisfaction emerged as the best mediator between performance appraisal justice dimensions and employee commitment, followed by employee supervision satisfaction, and employee pay satisfaction respectively.

The results further mean employee job satisfaction can serve as an important motivational mechanism through which employee job satisfaction can significantly affect employee commitment. This is because performance appraisal justice is able to create satisfied as well as committed employees (e.g. Agyare et al., 2016; Ahmed et al., 2010; Aly & El-Shanawany, 2016; Bowra & Nasir, 2014; Brown et al., 2010; Darehzereshki, 2013; Ganesh & Joseph, 2011; Kampkötter, 2017; Liu et al., 2010; Malik & Aslam, 2013; Shrivastava & Purang, 2011; Sommer & Kulkarni, 2012). Job satisfaction also creates committed employees (e.g. Ocen, Francis & Angundaru, 2017; Peluso, Innocenti & Pilati, 2017; Ren, Fang & Yang, 2017; Wang & Seifert, 2017; Valaei & Rezaei, 2016). The results therefore indicate that performance appraisal justice such as distributive justice provides employees with high motivation since it makes them feel their efforts have been fairly acknowledged and rewarded (Colquitt et al., 2001). Similarly, interpersonal justice and informational justice behaviours such as providing adequate information about the procedures and regulations, being courteous and providing respectful treatment to employees, as well as being sincere in dealing with people (Cole, 2004) create a sense of satisfaction among employees to improve their commitment to the organisation (Nadiri and Tanova, 2010).

4.8 Summary

In this chapter, the empirical results, both statistical analyses and qualitative analyses were performed in order to achieve the objectives of the study. The statistical analyses employed descriptive statistics, correlation, linear multiple regressions, and bootstrapping to present the results. Prior to the main analyses and test of hypotheses, a range of assumptions such as multicollinearity, linearity, normal distribution, among others were tested and verified. In summary, based on these results, it can be argued that performance appraisal justice generally and specifically, procedural performance appraisal justice and interpersonal performance appraisal justice can make positive

contributions to employee job satisfaction. There is also a slight difference in the findings between workers in the public and private health institutions. However, in general, performance appraisal justice has a mixed influence on employee commitment but performance appraisal justice generally predicts employee commitment slightly different between public sector healthcare workers and that of their private sector counterparts. Furthermore, employee job satisfaction generally creates employee commitments. Finally, the overall empirical mediation results suggest that all the dimensions of employee job satisfaction, specifically; pay satisfaction, social and growth satisfaction and supervision satisfaction mediate the influence of interpersonal performance appraisal justice and employee commitment with social and growth satisfaction emerged as the best mediator between performance appraisal justice dimensions and employee commitment, followed by employee supervision satisfaction, and employee pay satisfaction respectively. The chapter further provided scientific analysis of these findings by discussing the findings within the framework the theories used as well as prior studies.

5.0 EVALUATION OF THE RESEARCH

This study presents the evaluation and added value of the research. It consists of summary of findings, recommendations, further study and research and conclusion.

5.1 Summary of Findings

Employees' satisfaction with various aspects of performance appraisal systems arguably is related to fairness of the appraisal system. When fairness as a fundamental element of any form of performance appraisal system is in doubt, the consequences may be several forms of employee negative behaviours. This means that any system of performance appraisal that demonstrates acceptable levels of fairness and equity in all of its aspect can trigger positive employee outcomes such as job satisfaction and commitment.

Although several researchers have examined the link between performance appraisal practices and organisational effectiveness in several countries including Ghana, the issue of employees' perception of fairness in performance appraisal effectiveness is generally limited. The few available studies focused mostly on sectors such as the civil service sector, educational sector, and among others, with the health sector receiving limited scholarly attention. Besides, majority of the existing studies employed quantitative research methodologies and approaches in investigating perception of fairness in performance appraisal, as well as performance appraisal impacts on job satisfaction and employee commitment. But studies employing qualitative research approaches or mixed research methods are rare to find in the literature. Additionally, although there are some differences in the management and administration of performance appraisal across various institutions and sectors, most of the past studies in this area focused on only a single organisation or sector. As a result, studies that perform comparative analysis of private sector and public sector organisations of performance appraisal practices on employee job satisfaction and commitment are very limited. Furthermore, while there are several studies on the influence of job satisfaction on employee commitment, similar studies in Ghana are limited. Meanwhile, evidence demonstrates that job satisfaction and employee commitment differ significantly by workers cultural background or country of origin. Besides, only few studies have explored this relationship at the factorial level as most researchers have examined job satisfaction as a single latent construct. Similarly, there is dearth of studies examining the mediating role of employee job satisfaction in the relationship between performance appraisal justice and employee commitment (affective, normative and continuance commitments).

In line with this, the study seeks to contribute to knowledge by comparatively analysing performance appraisal challenges, justice in performance appraisal practices and their effect on the job satisfaction and commitment level of healthcare professionals in the public and private healthcare institutions in Ghana. The study seeks to achieve the following specific research objectives: (1) to determine whether performance appraisal justice has significant effect on job satisfaction in the Ghanaian public and private healthcare sectors; (2) to determine whether performance appraisal justice will predict higher job satisfaction among public sector health workers compared to private sector health workers; (3) to investigate the effect of performance appraisal justice on employee commitment in the Ghanaian public and private healthcare sectors, (4) to determine whether performance appraisal justice will predict commitment differently among public sector health workers from private sector health workers, (5) to examine the influence of job satisfaction on employee commitment, and (6) to analyse the mediating effect on job satisfaction in the relationship between performance appraisal justice and employee commitment.

The study adopts the comparative research design to examine the effect of performance appraisal justice on job satisfaction and employee commitment. The study also employs the mixed research method, helping the researcher to use questionnaire and interview guide to collect data for the study. The data is collected from supervisors (appraisers) and subordinates (appraisees) in public and private sector healthcare organisations in Ghana. Three hundred and forty-seven (347) employees are sampled from three (3) public sector health institutions and three private healthcare institutions. However, after data cleaning, 302 are usable for analysis. This represents a response rate of 87.03%. Out of this, 165 are from public sector health workers and 136 from private sector health workers. The researcher also interviews five respondents each from the health institutions to be selected. The researcher uses descriptive statistics, Pearson correlation and regression to analyse the quantitative data. The mediation analysis was performed using bootstrapping method of mediation analysis. The interview or qualitative data is analysed using thematic analysis focusing on the themes that emerged from the responses.

The following are key findings of the study:

- The first research objective sought to determine whether performance appraisal justice has significant effect on job satisfaction in the Ghanaian healthcare sectors. The Empirical results indicate that out of the three dimensions of performance appraisal justice, only procedural performance appraisal justice has significantly predicted healthcare workers' job satisfaction with respect to pay satisfaction, social and growth satisfaction and supervision (refer to the multiple regression results in Table 4.19).

Interpersonal performance appraisal justice can only increase their social and growth satisfaction (refer to the multiple regression results in Table 4.19) while distributive performance appraisal justice, surprisingly did not significantly influence any of the three dimensions of healthcare workers' job satisfaction (refer to the multiple regression results in Table 4.19).

Based on these results, it is argued that performance appraisal justice generally and specifically, procedural performance appraisal justice and interpersonal performance appraisal justice have a significant positive influence on employee job satisfaction. The second research objective sought to determine whether performance appraisal justice will predict higher job satisfaction among public sector health workers compared to private sector health workers. The empirical evidence showed that distributive performance appraisal justice did not have any influence on public sector health workers' job satisfaction with respect to pay satisfaction, social and growth satisfaction, and supervision satisfaction (refer to the comparative regression results in Table 4.20). Similar result was found in the private health sector. Like the public health sector results, distributive performance appraisal has no effect on the various dimensions of job satisfaction (pay satisfaction, social and growth satisfaction, and supervision satisfaction) among private sector health workers in Ghana (refer to the comparative regression results in Table 4.20).

Also, interpersonal performance appraisal justice has insignificant effects on pay satisfaction and supervision satisfaction. It however, positively and significantly predicts social and growth satisfaction among public sector healthcare workers in Ghana (refer to the comparative regression results in Table 4.20). Likewise, in the private sector, interpersonal performance appraisal has no effect on private sector health workers' job satisfaction in terms of pay satisfaction, social and growth satisfaction and supervision satisfaction (refer to the comparative regression results in Table 4.20).

Procedural performance appraisal justice has a significant positive effect on public healthcare workers job satisfaction with respect to their social and growth satisfaction and supervision satisfaction but makes insignificant contributions to employee pay satisfaction (refer to the comparative regression results in Table 4.20). Similarly, in the private health sector, procedural performance appraisal justice has a significant positive effect on private healthcare workers' job satisfaction in terms of pay satisfaction and supervision satisfaction but has insignificant influence on their social and growth satisfaction (refer to the comparative regression results in Table 4.20). Besides, although procedural performance appraisal justice has significant positive effect on workers job satisfaction with respect to supervision satisfaction in both sectors, it predicted it higher among workers in the public sector than the private sector health workers.

In summary, procedural performance appraisal justice predicted job satisfaction differently among workers in Ghana's public and private health sector workers in terms of pay satisfaction, and social and growth satisfaction. Similarly, interpersonal performance appraisal justice predicts job satisfaction differently between healthcare workers in public and private sectors by increasing social and growth satisfaction in the public sector while its contributions in the private sector to employees social and growth satisfaction is insignificant. However, distributive performance

appraisal justice does not differently and significantly predict employee job satisfaction between the public sector and private sector in Ghana. The third research objective sought to investigate the effect of performance appraisal justice on employee commitment in the Ghanaian public and private healthcare sectors, The study found that distributive performance appraisal justice has a negative effect on employees' affective commitment but showed a significant positive influence on normative employee commitment while it showed insignificant effect on normative employee commitment (refer to the linear multiple regression results in Table 4.21). Interpersonal performance appraisal justice has no significant effect on commitment (affective, normative and continuance) level of healthcare workers in Ghana (refer to the linear multiple regression results in Table 4.21). Procedural performance appraisal justice only predicted normative commitment positively but has insignificant effect on the affective and continuance commitments levels of employees (refer to the linear multiple regression results in Table 4.21).

In summary, the result means that increases in distributive performance appraisal justice will surprisingly lead to a reduction in employee affective commitment but will be associated with improvement in normative commitment. On the other hand, distributive performance appraisal justice did not have any significant influence on the normative commitment of employees. Similarly, changes in interpersonal performance appraisal justice will not be associated with changes in employee commitment. Relatedly, improvement in procedural performance appraisal justice will lead to an increase in normative commitment but will not affect their affective and continuance commitments levels of employees. In general therefore, performance appraisal justice has a mixed influence on employee commitment. The fourth research objective sought to determine whether performance appraisal justice will predict commitment differently among public sector health workers from private sector health workers. Findings showed that distributive performance appraisal justice does not make any significant contributions to the prediction of employee commitment in Ghana's public health sector in terms of their affective, normative and continuance commitments. However, in the private sector, apart from the continuance commitment, distributive performance appraisal has significantly predicted employee affective commitment and normative commitment (refer to the linear multiple regression results in Table 4.22).

Interpersonal performance appraisal justice does not make any significant contributions to the prediction of employee commitment in Ghana's public health sector. Similarly, interpersonal performance appraisal justice does not significantly predict the commitment level of private health sector workers in Ghana with respect to their affective commitment, normative commitments and continuance commitments (refer to the linear multiple regression results in Table 4.22). Procedural performance appraisal justice does not significantly predict employee's affective commitment and continuance commitment but has a significant positive effect on normative commitment of public sector healthcare workers (refer to the linear multiple regression results in Table 4.22). In the private sector however, procedural performance appraisal justice has insignificant effect on normative commitment and continuance commitment but significantly and positively predicted employee affective commitment (refer to the linear multiple regression results in Table 4.22).

In summary, the results mean that distributive performance appraisal justice has predicted employee commitment in Ghana's private healthcare sector but its influence on the commitment level of public healthcare workers is insignificant. Similarly, the effect of procedural performance appraisal justice on employee commitment is slightly different between public health sector and private health sector workers as it predicted normative commitment in the public sector but predicted affective commitment in the private sector while continuance commitment was insignificant across both sectors. However, the effect of interpersonal performance appraisal justice on employee commitment does not differ significantly between public health sector and private health sector workers as interpersonal performance appraisal justice did not predict employee commitment in both sectors. The fifth research objective sought to examine the influence of job satisfaction on employee commitment among workers in the health sector of Ghana. The study showed that employee pay satisfaction has a positive effect on affective commitment, normative commitment and continuance commitment but only normative commitment result was statistically significant (refer to the linear multiple regression results in Table 4.23). Furthermore, employee social and growth satisfaction has significant positive effect on employee affective commitment, normative commitment, and continuance commitment (refer to the linear multiple regression results in Table 4.23). This means that when employees' social and growth satisfaction increases, it will be associated with increases in their affective, normative and continuance commitments. Similarly, employee supervision satisfaction has significant positive effect on normative commitment but insignificant negative effect on affective commitment and continuance commitment (refer to the linear multiple regression results in Table 4.23).

Overall, it can be inferred that employee job satisfaction generally increases employee commitment and that increases in job satisfaction can result in enhanced employee commitment. The sixth research objective sought to analyse the mediating effect of job satisfaction in the relationship between performance appraisal justice and employee commitments. The statistical results generally showed that employee job satisfaction (specifically, social and growth satisfaction and supervision satisfaction) mediates the influence of distributive performance appraisal justice and employee commitment (refer to the bootstrapping mediation results in Table 4.24). Similarly, the findings generally indicate that employee job satisfaction (specifically, social and growth satisfaction and supervision satisfaction) mediates the influence of interpersonal performance appraisal justice and employee commitment (refer to the bootstrapping mediation results in Table 4.24). Again, results showed that employee job satisfaction, specifically; pay satisfaction, social and growth satisfaction and supervision satisfaction mediate the influence of interpersonal performance appraisal justice and employee commitment with social and growth satisfaction emerged as the best mediator between interpersonal performance appraisal justice dimensions and employee commitment, followed by employee supervision satisfaction, and employee pay satisfaction respectively (refer to the bootstrapping mediation results in Table 4.2.4).

In summary, the evidence means that employees' satisfaction, specifically satisfaction with pay, social and growth and supervision at work serve as an important central motivational mechanisms through which performance appraisal justice enhances employee commitment generally. Additional results and findings from the statistical results (see the comparative descriptive results as shown in Table 4.17) indicate that with the exception of interpersonal performance appraisal justice, workers in public healthcare institutions reported higher average distributive performance appraisal justice, procedural performance appraisal justice, normative commitment, continuance commitment, affective commitment, social and growth satisfaction, supervision satisfaction, and pay satisfaction compared to their counterparts in private healthcare institutions. This means that employees are more committed to their organisation and have higher job satisfaction experience in the public health sector compared to those operating in the private sector. Similarly, perceived fairness or justice in the practice of performance appraisals is higher in the public healthcare institutions compared to their counterparts in the private sector.

5.2 Recommendations

5.3 The study recommended that managers and appraisers in the Ghanaian health sector must ensure that there is fairness and equity in their performance appraisal procedures during performance appraisal review. This is based on the empirical results which showed that performance appraisal justice generally and specifically, procedural performance appraisal justice and interpersonal performance appraisal justice have a significant positive influence on employee job satisfaction (see Table 4.19). To achieve this, managers and appraisers must fully provide adequate information about the processes and procedures of the performance appraisal exercise to employees to understand. This is because when employees are fully aware of the processes involved in developing performance goals and targets, rating, among others, it will enhance their job satisfaction. Similarly, because interpersonal performance appraisal justice significantly affects job satisfaction (see Table 4.19), it suggests that managers and appraisers must treat their employees with respect and dignity during the performance appraisal review. And for managers to treat employees fairly, organisational managers must train their supervisors to effectively assess the performance of subordinates devoid of bias and favoritism. The human resource department should use their internal expertise or bring external expert to develop their supervisors' capacity to engage in healthy and fair interactions with their subordinates.

Since interpersonal performance appraisal justice has significant positive effect on only employees social and growth satisfaction among public healthcare workers and no effect on all the measures of job satisfaction in the private sector (see Table 4.20), it is recommended that managers and appraisers in the public health sector must improve on their performance appraisal practices by increasing the level of fairness in the interpersonal performance appraisal practices to create an enabling environment for employees to meet their social needs while promoting their career growth. However, since the results on social and growth satisfaction in the private sector is positive but not statistically significant, managers in the private sector must find ways to ensure that interpersonal justice influences job satisfaction in the private sector. Specifically, the human resource managers and line managers using performance appraisal practices to advance not only the performance aspirations of the organisation but also use it to advance and satisfy employees' needs for growth and development. This can be achieved by emphasizing on developmental appraisal.

Thus, the system should also prioritise the identification of weaknesses and strengths of workers, and develop training programmes to help workers overcome their weaknesses, thereby impacting on their social and growth satisfactions.

Again, since the general results suggest that procedural justice influences higher job satisfaction in the public sector compared to the private sector (see the results in Table 4.20), the study recommend that managers in the private sector must developed clear performance appraisal procedures and educate employees and appraisers on its application. They must ensure that appraisers fairly use the performance appraisal procedures devoid of any form of manipulations. This will in turn increase satisfaction levels among workers in the private healthcare facilities to possibly exceed or match up with what pertains in the public sector.

The study recommend that managers must take steps to mitigate unfair practices in the distribution of performance appraisal outcomes as it has the tendency to decrease employees' affective commitment or emotional attachment to the organisation (see results in Table 4.21). This can be done by ensuring that performance appraisal outcomes reflect employees' contributions. Similarly, because there is a positive influence of distributive performance appraisal justice on employee normative commitment (see results in Table 4.21), it is recommended that aside increase in the level of fairness in distributive performance appraisal practices and procedural performance appraisal justice, managers and supervisors must use equity in the distributions in performance appraisal procedures to make employees feel more of owing obligations toward the organisation, and hence, reciprocate by becoming more committed to pursuing the best interest of the organisation. More so, in order to achieve employee commitment through the performance appraisal system, there should be transparency of the rewards people in the organisation receive based on their performance appraisal results. And in doing so, performance and not how close one is to the assessor or how beautiful or handsome one look should be used. This is importance because fairness in distributing organisational rewards offers opportunity to the employees to feel a sense of belonging, but employees who are not treated fairly in their organisations can be become annoyed, frustrated and sometimes disoriented. This undoubtedly, has the potential to reduce their organisational commitment.

The study further recommends that private sector managers must continue to ensure fairness in the distribution of performance appraisal outcomes to increase employee commitment. This is based on the empirical results that showed distributive performance appraisal justice has predicted their employee commitment in Ghana's private healthcare sector but its influence on the commitment level of public healthcare workers is insignificant (see Table 4.22). The study similarly, recommended that public sector managers can learn from private sector healthcare institutions about how they have ensured equity in performance appraisal outcomes to increase their employees' commitment levels. Again, managers in both sectors must learn from each other by exchanging ideas on their performance appraisal practices. This is because the effect of procedural performance appraisal justice on employee commitment is slightly different between public health sector and private health sector workers as it predicted normative commitment in the public sector but predicted affective commitment in the private sector while continuance commitment was insignificant across both sectors (see results in Table 4.22).

Moreover, since employee job satisfaction (pay satisfaction, supervision satisfaction and social and growth satisfaction) generally increases employee commitment and that increases in job satisfaction can result in enhanced employee commitment (refer to the results in Table 4.23), it is recommended that for managers of healthcare institutions to increase their employees' commitment level, they must increase their satisfaction with pay by ensuring that their work inputs commensurate with their work outputs. Besides, they must train their supervisors to provide quality supervision of their employees. Again, they must provide employees with social activities and redesign works to meet their social needs. Similarly, opportunities must be provided for employees to grow and develop their careers in the organisation. When the above measures are adequately implemented, it will increase employees' job satisfaction which will in turn increase their commitment to the organisation.

The study recommend that managers must implement measures to ensure that performance appraisal justice have indirect effect on employee commitment through job satisfaction since employees' satisfaction, specifically, satisfaction with pay, social and growth and supervision at work serve as important central motivational mechanisms through which performance appraisal justice enhances employee commitment generally (refer to the bootstrapping mediation results in Table 4.24). Specifically, managers must ensure that their distributive performance appraisal outcomes, procedures for the conduct of performance appraisal, and supervisors' interactions with subordinates during performance appraisal exercise are conducted in a manner that is fair and equitable to create satisfied employees, who are happy with their pay, supervision, social development and career growth. This will subsequently, translate in high employee commitment to the organisation. More so, policy makers such as universities and other training institutions

such as the Institute of Human Resource Practitioners, Ghana should regularly, organize capacity development programmes to teach human resource managers and students on how to make performance appraisal an organisational resource for obtaining the needed employee job satisfaction and employee commitment by eliminating all forms of practices in their performance appraisal system that can make their employees think it is treating them unfairly.

The findings raise the need for organisations, supervisors and appraisers in health institutions to ensure employee participation or involvement in setting of their performance goals in order to inject justice and high perception of fairness in their performance appraisal practices. This is because non-participation in setting of performance goals is a major reason why employees consider their performance appraisal system as perpetuating injustice or treating them unfairly. Thus, efforts should be made to ensure that workers make inputs into performance targets they are expected to achieve to make them feel fairly treated. Aside this, it will introduce transparency in the system, thereby eliciting their commitment to the organisation experiencing high satisfaction with their jobs. This recommendation is based on the empirical findings that showed that perceived fairness or justice in the practice of performance appraisals is higher in the public healthcare institutions compared to their counterparts in the private sector. Similarly, employees are more committed to their organisation and have high job satisfaction experience in the public health sector compared to those operating in the private sector. Similarly, (see the comparative descriptive results as shown in Table 4.17).

5.4 Further Study and Research

First, the findings will be based solely on perceptual primary data. Secondary or discrete data will not be used to support the primary data. This can limit the findings of the study. It is therefore recommended that future study must employ both primary and secondary data sources in their investigation of performance appraisal justice, job satisfaction and employee commitment.

Second, the study is limited to only the health institutions sampled to participate in the study. This means that findings of this study may be limited in generalisation to other health institutions in the Ghanaian health sector. Aside, findings will be limited in generalisation to the health sectors in other countries in Africa, as the data will be collected solely from Ghanaian health sector workers. It is therefore recommended that similar study must be conducted between workers in Ghana's health sector and other sister countries in Africa, especially in West Africa. This has the potential to enlighten stakeholders in the sector on how performance appraisal justice affects employee outcomes such as job satisfaction and employee commitment in the sub-region.

Third, the study seeks to comparatively investigate performance appraisal justice and its effect on employee commitment and job satisfaction in Ghana. However, all the samples are drawn from two out of the ten regions of Ghana. This geographical location of the research participants may also limit the study. This is because their cultural and social beliefs can have influence on the outcome of the study which may be different from other similar population in other parts of the country. Hence, the study recommends that future research should comparatively investigate the effect of performance appraisal justice on job satisfaction and employee commitment by including more health institutions in Ghana from both the public and the private sector.

Fourth, the study is limited to only the health sector. This implies that its findings may not reflect the situations of other sectors such as education, manufacturing, telecommunication, among others in the country. The study therefore recommends that similar studies must be conducted in other sectors as indicated above. More so, instead of focusing on public versus private sector, future research can also compare and contrast these issues across multiple sectors such as the banking and the financial services, telecommunications, tourism and hospitality, manufacturing, oil and gas, mining, educational, health, among other sectors.

Finally, while this study investigated the mediating effect of job satisfaction in the relationship between performance appraisal justice and employee commitment, it will be worthwhile investigating the role of other variables such as the organisational climate, appraisers' motivation, and appraiser training, and others as mediators or moderators in the relationship between performance appraisal justice system and employee job satisfaction and employee commitment.

5.5 Conclusions

Employees' fairness or justice perceptions of performance appraisal systems are important determinants of its success or failure. This suggests that if employee performance appraisal system is to be effective or ineffective, it will be largely contingent on employees or appraisees' perception of fairness and how they react to its various elements. Although several researchers have examined the link between performance appraisal practices and organisational

effectiveness in several countries including Ghana, the issue of employees' perception of fairness in performance appraisal effectiveness is generally limited. In particular, studies that perform comparative analysis of private sector and public sector organisations of performance appraisal practices on employee job satisfaction and commitment are very limited. In line with this, this study seeks to contribute to knowledge by comparatively analysing justice in performance appraisal practices and their effect on job satisfaction and commitment level of healthcare professionals in the public and public healthcare institutions in Ghana while investigating the mediating effect of job satisfaction. Based on the empirical results, it is concluded that:

Performance appraisal justice generally and specifically, procedural performance appraisal justice and interpersonal performance appraisal justice have a significant positive influence on employee job satisfaction.

Procedural performance appraisal justice predicted job satisfaction differently among workers in Ghana's public and public health sector workers in terms of pay satisfaction, and social and growth satisfaction. Similarly, interpersonal performance appraisal justice predicts job satisfaction differently between healthcare workers in public and private sectors by increasing social and growth satisfaction in the public sector while its contributions in the private sector to employees social and growth satisfaction is insignificant. However, distributive performance appraisal justice does not differently and significantly predict employee job satisfaction between the public sector and private sector in Ghana.

Increases in distributive performance appraisal justice will surprisingly lead to a reduction in employee affective commitment but will be associated with improvement in normative commitment. On the other hand, distributive performance appraisal justice did not have any significant influence on the normative commitment of employees. Similarly, changes in interpersonal performance appraisal justice will not be associated with changes in employee commitment. Relatedly, improvement in procedural performance appraisal justice will lead to an increase in normative commitment but will not affect their affective and continuance commitments levels of employees. In general therefore, performance appraisal justice has a mixed influence on employee commitment.

Distributive performance appraisal justice has predicted employee commitment in Ghana's private healthcare sector but its influence on the commitment level of public healthcare workers is insignificant. Similarly, the effect of procedural performance appraisal justice on employee commitment is slightly different between public health sector and private health sector workers as it predicted normative commitment in the public sector but predicted affective commitment in the private sector while continuance commitment was insignificant across both sectors. However, the effect of interpersonal performance appraisal justice on employee commitment does not differ significantly between public health sector and private health sector workers as interpersonal performance appraisal justice did not predict employee commitment in both sectors.

Overall, it can be inferred that employee job satisfaction generally increases employee commitment and that increases in job satisfaction can result in enhanced employee commitment.

Employees' satisfaction, specifically satisfaction with pay, social and growth and supervision at work serve as important central motivational mechanisms through which performance appraisal justice enhances employee commitment generally.

Employees are more committed to their organisation and have high job satisfaction experience in the public health sector compared to those operating in the private sector. Similarly, perceived fairness or justice in the practice of performance appraisals is higher in the public healthcare institutions compared to their counterparts in the private sector.

The researcher by providing new empirical evidence on the effect of performance appraisal justice on job satisfaction and employee commitment, and by further providing sectoral insights by contrasting private and public healthcare workers in Ghana, can make significant contributions to knowledge and practice generally and specifically in Ghana.

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