

Appraisal Politics: Scrutiny from Anterior of the Context to Appraisee Perception in the Corporate Culture of Bangladesh

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Abstract: Politics is a trouble of administrative systems such as performance appraisals. It not only debilitates the system's credibility in the eyes of various stakeholders, but also negatively affects the employees' morale and the organizational effectiveness. While admitting that rooting it out completely is impossible, it is in the organizational interest that it is mitigated to a large extent. In case of performance appraisals, appraisee and appraisers, both try to influence appraiser's performance rating to advance self-interests. This research aims to investigate the link among anterior of appraisal politics and appraisee perception of appraisal politics. This study is primarily centered on empirically investigating the issue: influence of appraisal politics in organization and business performance for Bangladeshi company. Regression analysis, beta coefficient would be employed to analyze the data collected and it is envisaged that there would be a significant link between anterior of appraisal politics, appraisee perception of appraisal politics, and the organization's performance. The reliability test expressed how much reliable each of the variable is. And finally spearman hypothesis testing had tried to find out the state of relation for each variable.

Keywords: Appraisal; Politics, Appraisee Perception, Bangladesh, manufacturing industry

INTRODUCTION

Today organizations are filled with employees who are trying to be successful. Simply being a committed, diligent employee is usually not always enough. Politics take place everywhere. Someone gets benefited from this and someone gets affected. But later on the organization suffers for appraisal politics. For example, two managers at the same level in an organization may not be equal in terms of their power and influence. One manager may be more influential because he or she is liked and respected by subordinates and superiors. In addition, he or she may comprehend the politics of the organization and how to "play the game." Influence, power and politics are on-going processes in day-to-day organizational life with substantial implications for organizational performance and employee satisfaction. Leaders often act politically to gain and hold their powerful leadership positions.

Organizational politics is an important determinant in the pay systems based on performance evaluation as both supervisors and subordinates has a possibility to affect the results of the appraisal process. Sometimes supervisors might be tempted to manipulate ratings in order to influence the behavior of their subordinates or even to affect their own position in the organization. The main characteristics of organization politics are the readiness of people to use power in their efforts to influence others and secure their own interests

or, alternatively, avoid negative outcomes within the organization. Organization politics is usually described as a self-serving behavior which seeks to achieve self-interests, advantages and benefits at the expense of others. The organizational politics reduces honesty and morale. These things are directly and positively related to some other things too like it may impact good communication, quality of individual performance.

However, appraisal politics refers to the manipulative action by appraisers and appraisees to influence ratings to achieve their self-serving performance appraisal goals. In many private sectors organizations, decision related to promotions, transfers and benefits are influenced by social contacts and personalized relationships. Sometimes, appraisers try to avoid confrontation with subordinates, avoid written record of poor appraisee performance, and hide poor department performance, shock appraisees to improve, favor appraisee they like or who is powerful, and send message to appraisee to leave organization or improve. Appraisers fulfill these goals by inflating or deflating the performance rating by ignoring employee's actual performance. Appraisee also try to influence their supervisor by using certain tactics like supervisor focused tactics, job-focused tactics, exchange, upward appeal and coalitions. From appraisee's perspective, these tactics have a positive influence on decisions such as PA rating and promotions.

Throughout this report we will see how organization politics take place and the perception of the appraisees towards these organization politics.

Problem statement

Several studies have been conducted on the anterior of appraisal politics, appraiser perception to appraiser perception of appraisal politics, but there exists a mixed finding. Some of the studies that reported a positive and significant relationship among the variables includes [1 -3] reported a negative association between anterior and Appraiser perception of appraisal politics; whereas, the study of [4] found a mixed findings between anterior – APAP relationship.

Therefore, anterior to APAP relationship studies are inconclusive. This research attempts to extend the anterior of Appraisal Politics, to the APAP relationship. Sometimes, employee becomes demotivated because of low salary, deficient work environment, unsupportive management, relation with the colleagues. So, it is necessary to conceive the performance appraisal politics and appraiser perception to boost the company's profit. However, when it is matter of question whether appraisal politics and its anterior has relationship with APAP or not, as a compulsory part for business success or failure, it can't be easily ignored.

Purpose of the Research

The study has the following specific objectives in terms of interned company:

- To measure the extent of Appraisal Politics;
- To examine the relationship between anterior of appraisal politics and Appraiser perception of Appraisal Politics ;
- To measure the impact of Appraisal Politics on employee;

Review of literature

Appraiser perception of Appraisal politics (APAP)

Appraisal politics is an amorphous concept and therefore it might be perceived differently by different stakeholders based on their distinct goals. Therefore, this research has focused on the perceptions of appraisal politics as perceived by appraiser. The focus is on appraiser's perceptions because being the decision recipients, they have higher instrumental stake in the decision than appraisers, and so they experience 'appraisal politics' more acutely. Appraiser's perception of appraisal politics (APAP) are formed based on appraiser behavior, co-workers' behavior and application of pay and promotion policies. From an appraiser's perspective, APAP is defined as perceptions about those appraiser actions (rating ignoring performance criteria), fellow appraiser's actions (upward influence behaviors to get higher

ratings/rewards) and appraisal-linked discriminatory pay and promotion decisions (ignoring performance criteria) that are aimed at achieving appraisers' and fellow appraiser's self-serving ends, and which may affect appraiser's own appraisal rating/ rewards interests.

Downward communication

Downward communication is the flow of information or message that comes direct from higher level to the employee. It tells how the employee's performance will be appraised, gives them idea about the various aspect of performance appraisal system and processes.

According to Jablin's [5] definition the best effect can be achieved with communication downwards if

- Top managers communicate directly with immediate supervisors;
- Immediate supervisors communicate with their direct reports;
- On issues of importance, top manager's follow-up by communicating with employees directly.

Levy & Williams [6] found positive effect of appraiser's perceived PA system knowledge on favorable appraiser reactions. Downward communication process increases PA process belief and predictability. It is the unbiased execution of the processes like feedback and decision explanation which has impact on employee's understanding and perception [7, 8]. Feedback and decision explanation put accountability pressure on appraiser to justify their judgment to the employee. Klimoski & Inks [9] clarity of procedures, frequent feedback and decision explanation procedures increases employee's trust that reward decision based on PA will not be manipulated. Effective implementation of these processes increase employees faith that they have treated fairly [10].

As the appraiser is getting the information direct from the upper level, the downward communication is working effectively. The appraiser knows what to do in his job and how his performance will be evaluated.

Voice

Voice is an articulation of individual dissatisfaction or concern that aims to address a specific problem or issue with management. The employee can go to the management and can do self-appraise. In the PA context, voice measures appraiser's assessment of degree and effectiveness of various forms of opportunities to put forth one's view point during various PA stages [11]. In an organization, if the

employee can self-appraise to the management then they will have trust on the management that no politics going to take place [12].

Korsgaard & Roberson [13] showed positive effect of appraisal participation, such as participative goal-setting and self-appraisal on appraisee's reactions such as fairness and trust in management. Voice mechanisms such as self-appraisals and appeal force appraisers to build up justification for their assessment. And when appraisers have to justify it to appraisee themselves, it is likely to reduce appraisee's APAP. Voice is one of the main procedural justice factors that straddle across complete PA process. As the appraisee can do self-appraise to the management, they are having trust on the management that they are personally going to them and there is no interference of third party.

Criterion relevance

Criterion relevance is used to assess job performance where some goals are set for the employee. If the employee can achieve those goals easily, supervisor can't change the rating, if they do so the employee can raise voice against the ratings. Criterion relevance is the extent to which measures that are used to assess job performance overlap with the conceptual criterion. The conceptual criterion is an abstract representation of the behaviors, skills, characteristics, and outcomes associated with a job. It has also been called the "ultimate criterion". For example, a salesperson must perform a series of job tasks; possess certain skills and characteristics, and produce (i.e., outcome) sales. Relevance increases as more of these tasks, skills, and so forth are validly assessed by the criteria. Also, past research on goal-setting has proved that goal specificity or objectivity positively influences performance [14]. A valid instrument signals to the appraisees that it is performance that is considered for appraisal rating rather than other non-performance factors. The performance criteria reliability, validity and objectivity issues are not only critical for appraisal accuracy, but also influence appraisee's perceptions [15]. They define a construct: criteria relevance as appraisee's Perception that the criteria used to assess their performance are valid, measure critical dimensions of their job and are objective. This is another 'due process' structural element hypothesized to be critical for influencing political perceptions. A belief that the assessment criteria measure critical dimensions of the actual job performance quite closely will have a positive effect on appraisee's perceptions. Huffman & Lisa [16] showed that making adjustments for territory difficulty increases perceptions of PA fairness and usefulness among salespeople. Also, past research on goal-setting has proved that goal specificity or objectivity positively influences performance [17]. This reduces their

tendency to influence rating using methods such as ingratiation. Similarly, it will be difficult for the appraisers to distort ratings in such a case, because it can be questioned and rebutted by appraisee and others.

As the goals are set by the appraiser, and the appraisee achieved those goals, the appraiser cannot change the rating. If he does so, the appraisee can raise voice against it.

Ambiguity

Ambiguity and uncertainty in the work environment are the key determinants of managerial political behavior [18]. If the norms are not clear, managers, assessors, and reviewers, take this ambiguity as discretion [19] and indulge in the political manipulations of the ratings. Also, job characteristics such as autonomy and feedback, reduce ambiguity due to the availability of performance information and negatively affects perception of politics [20]. The effect of ambiguity is also evident from the research on POPS. The organizational characteristics like formalization reduce ambiguity and hence have negative effect on POPS. Similarly, the positive effect of hierarchical levels on POPS is due to the increased ambiguity of jobs at higher levels. Thus underlying many situational antecedents of POPS, ambiguity is the central factor affecting perceptions.

If the norms are not clear to the appraiser about the organization, they will give unclear guide line, inappropriate feedback to the appraisee, proving that there is political manipulation is taking place. So, it increases ambiguity. If there is ambiguity in the organization than the appraisee will have perception of appraisal politics.

Procedural Accountability

Procedural accountability is in operation when "someone's judgments or decisions are monitored and valued according to the quality of procedure that a judge or a decision-maker uses in making a response, regardless of the quality of the outcome of that response".

Past research shows that decision-makers indulge in more effortful thinking and data analysis when they are accountable to an unbiased authority – a judge whose views are unknown, who is interested in accuracy, who is interested in procedures rather than specific outcomes, who is reasonably well-informed and who has reward/sanction power [21]. In case of PA, such an unbiased authority could be appraiser's superior who functions as appraisal reviewer, or an appraisal review committee. In the presence of such accountability conditions, appraisees will view the process procedurally fair and less influenced by

appraiser's politics. But it is essential that appraisee perceives the authority as neutral. Such accountability measures indirectly influence appraisee's perception of control on the PA decisions. They tend to believe that appraiser will not be able to manipulate ratings much, otherwise he/she may not be able to defend it in front of neutral authority. Further, appraisals are likely to believe that such an answerable appraiser will be less influenced by co-workers' political behavior. Finally, if appraisees perceive authority as neutral, they are less likely to believe that appraisal-based reward decisions, which the authority may strongly influence, will be politically determined.

The rating that appraiser is giving, will be submitted to the neutral authority. So, there is no chance of fixing the rating. The appraisee will also be sure that no politics is taking place during his appraisal rating.

Conceptual framework

The conceptual framework shows the relationship between the diverse independent and dependent variables. Here the variables are: downward communication, voice, criterion relevance, procedural accountability, ambiguity and lastly appraisee perception of appraisal politics.

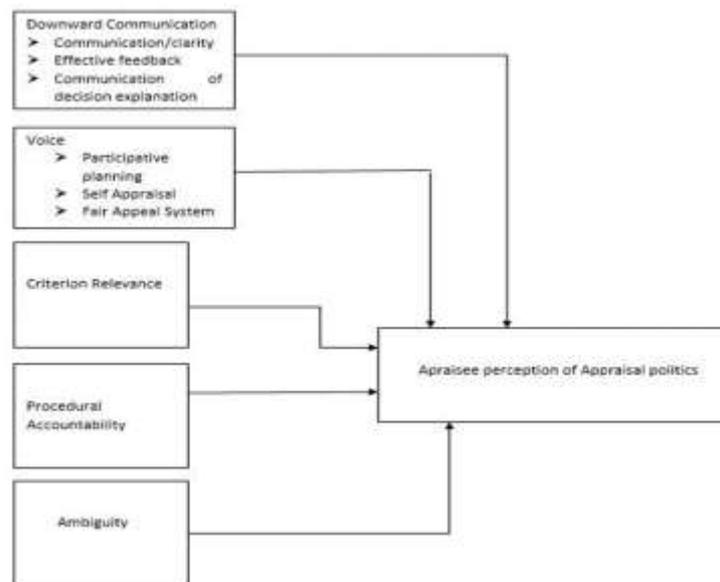


Fig-1: Conceptual Framework

Hypotheses

Hypotheses are “testable propositions about the relationship between two or more events or concepts” [22]. The findings from the data will cause the researcher to refute or accept the following hypotheses drawn from the review of the literature.

Hypothesis 1

- H_{01} : There is no relationship between downward communication and appraisee perception of appraisal politics.
- H_{a1} : There is relationship between downward communication and appraisee perception of appraisal politics.

Hypothesis 2

- H_{02} : There is no relationship between voice and appraisee perception of appraisal politics.
- H_{a2} : There is relationship between voice and appraisee perception of appraisal politics.

Hypothesis 3

- H_{03} : There is no relationship between criteria relevance and appraisee perception of appraisal politics.
- H_{a3} : There is relationship between criteria relevance and appraisee perception of appraisal politics.

Hypothesis 4

- H_{04} : There is no relationship between ambiguity and appraisee perception of appraisal politics.
- H_{a4} : There is relationship between ambiguity and appraisee perception of appraisal politics.

Hypothesis 5

- H_{05} : There is no relationship between procedural accountability and appraisee perception of appraisal politics.

- H_{a5} : There is relationship between procedural accountability and appraiser perception of appraisal politics.

RESEARCH DESIGN

Research design is a logical and systematically plan prepared for directing a research study. A research design is an arrangement of condition for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. It is the program that guides the investigator in the process of collecting, analyzing and interpreting data. It is used to find the opinion about appraisal politics and appraiser perception of appraisal politics.

METHOD OF RESEARCH

Research Methodology is defined as “a systematic effort to gain knowledge”. It is the way of systematically solving the research problem. It may be understood as a science of studying how research is done scientifically. This research is focusing on influence of APAP on the organization. And

quantitative data has been used to test hypothesis and establish validity of diverse variables.

Instrument

The data was collected through a personally interview and self-administered questionnaire. The questionnaire consisted of 55 items using a five point Likert scale (1= Not at all to 5= to an extreme extent). The content validity of the questionnaire was assessed through academic experts. The questionnaire was further pretested on ten few peoples to detect potential problems in the questionnaire.

Sample & Procedure

The target population of the study comprised of the company personnel’s whom are working divergent companies in Bangladesh. It included both male and female and their ages were in the range of fifteen and fifty five. A sample of 146 respondents was selected from the target population through the convenience sampling method.

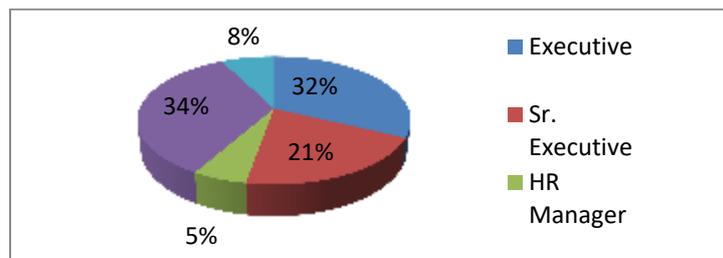


Fig-2: Respondents of survey

From the pie chart it can clearly conceived that majority of the respondents are managers from divergent departments (34.25%) whereas HR managers are least in the survey (5.48%). However, executives

are close to the percentage of managers which is 32.19%. Furthermore, senior executives and other participated are respectively 20.55% and 7.53%.

Table-1: Surveyed organizations

| Company category | Frequency |
|-------------------------------------|-----------|
| Agricultural products | 3 |
| Food and Beverage | 6 |
| Household products and Appliances | 5 |
| Textile and wearing Apparels | 2 |
| Electrical and Electronics products | 3 |
| Iron and steel products | 2 |
| Automobile and component parts | 4 |
| Chemicals | 1 |
| Furniture and wood related products | 3 |
| Construction and Building materials | 2 |
| Chemicals | 1 |
| Cosmetics and Toiletries | 5 |
| Machinery and Engineering products | 1 |
| Pharmaceutical and medical products | 2 |
| Plastic products | 4 |
| Fuel manufacturing companies | 1 |
| Total | 45 |

The data has been collected from 45 companies whom has operation in Bangladesh. Among those, highest numbers are from food and beverage producer which is 6(13.37%), 3 (6.67%) from agricultural product manufacturer and in the research 5 each from respectively household products and appliances & cosmetics and toiletries stuffs producer. However, automobile and components parts & plastic products producer were only 4.

Plan of analysis

The collected questionnaires were first checked to see if there were any incomplete questionnaires. However, since the questionnaires were distributed and collected personally by the researcher himself or in few cases through the individuals designated by the researcher, no incomplete questionnaires were found. Next, all the questions were coded and the data was entered into the computer for analysis. The data was then analyzed through reliability analysis, spearman testing and regression analysis by using the Statistical Package for Social Sciences (SPSS).

Data analysis and result

Reliability test

As per the table-2 cronbach's Alpha for downward communication, voice and criteria relevance is respectively .818, .788 and .785 those are good according to the condition of reliability analysis. In addition, ambiguity, procedural accountability and APAP has value severally .734, .727, .822 which are also good as well.

Table-2: Reliability of Divergent Variables

| Variable | Cronbach's Alpha | No of Item |
|--|------------------|------------|
| Downward Communication | .818 | 13 |
| Voice | .788 | 8 |
| Criteria relevance | .785 | 6 |
| Ambiguity | .734 | 7 |
| Procedural Accountability | .727 | 7 |
| Appraiser perception of appraisal politics | .822 | 14 |

Correlation Analysis

The relationship of downward communication and appraiser perception of appraisal politics, ρ (rho) = .527** ($\rho < 0.01$) and α (alpha) .000 as alpha is less than .05 and $\rho \neq 0$ hence alternative hypothesis, H_{a1} : There is relationship between downward communication and appraiser perception of appraisal politics will be selected. Again, Correlation coefficient ρ (rho) = .542** and α (alpha) .000 means H_{a2} : There is relationship between voice and appraiser perception of appraisal politics is valid in here. However, Correlation coefficient ρ (rho) = .538** and α (alpha) .000 refers that criteria relevance and APAP maintain some sort of relation (H_{a3} : There is relationship between criteria relevance and appraiser perception of appraisal politics). In addition, ρ (rho) = .565** and α (alpha) .000 express the evidence of relationship between ambiguity and APAP. At the end, ρ (rho) = .503** ($\rho < 0.01$) and α (alpha) .000 denotes alternative hypothesis, H_{a5} : There is relationship between procedural accountability and appraiser perception of appraisal politics is legitimate in the hypothesis testing.

Table-3: Correlation Analysis for Hypothesis

| | | Downward Communication | Voice | Criteria Relevance | Ambiguity | Procedural Accountability | Appraiser perception of appraisal politics |
|--|-----------------|------------------------|--------|--------------------|-----------|---------------------------|--|
| Downward communication | Spearman's rho | 1 | .712** | .517** | .561** | .363** | .559** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 | .000 |
| | N | 146 | 146 | 146 | 146 | 146 | 146 |
| voice | Spearman's rho | .712** | 1.000 | .621** | .668** | .383** | .542** |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .000 | .000 |
| | N | 146 | 146 | 146 | 146 | 146 | 146 |
| Criteria Relevance | Spearman's rho | .517** | .621** | 1.000 | .532** | .431** | .538** |
| | Sig. (2-tailed) | .000 | .000 | | .000 | .000 | .000 |
| | N | 146 | 146 | 146 | 146 | 146 | 146 |
| Ambiguity | Spearman's rho | .561** | .668** | .532** | 1.000 | .486** | .565** |
| | Sig. (2-tailed) | .000 | .000 | .000 | | .000 | .000 |
| | N | 146 | 146 | 146 | 146 | 146 | 146 |
| Procedural Accountability | Spearman's rho | .363** | .383** | .431** | .486** | 1.000 | .503** |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | | .000 |
| | N | 146 | 146 | 146 | 146 | 146 | 146 |
| Appraiser perception of Appraisal Politics | Spearman's rho | .559** | .542** | .538** | .565** | .503** | 1.000 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | |
| | N | 146 | 146 | 146 | 146 | 146 | 146 |

** . Correlation is significant at the 0.01 level (2-tailed).

Furthermore, The level of significance found in the relationship of all independent and independent variables which is also denoted by two star that means that the correlation is significant at 0.01 ($p < 0.01$) level and there is no chance of being type 1 error is 99%.

Regression analysis

Model summary of influence of appraisee perception of appraisal politics, as per the standard ration of adjusted R square must be more than or equal

0.6 and as its .667 hence it can be comprehended that this model is fit and further research can be done on the similar topic. Again, R square represents how much a dependent variable can be explained by the independent variables. In here, .679 refers that appraisee perception of appraisal politics (dependent variable) 67.9% can be explained by the downward communication, voice, criteria relevance, ambiguity, procedural accountability (independent variables)

Table-4: Model Summary

| Model Summary | | | | | | |
|---|-------------------|----------|-----------------|---|----------------------------|---------------|
| Mode | R | R Square | Adjusted Square | R | Std. Error of the Estimate | Durbin-Watson |
| 1 | .824 ^a | .679 | .667 | | .23254 | 1.680 |
| a. Predictors: (Constant), Procedural Accountability, Voice, Downward communication, Criterion Relevance, Ambiguity | | | | | | |
| b. Dependent Variable: Appraisee Perception of Appraisal Politics | | | | | | |

However, the durbin-watson finds out whether there is any autocorrelation or not among divergent data. It takes values between 0 and 4. A value 2 means there is no autocorrelation. A value above 2 means that the data is negatively auto correlated. In here its 1.680 which is below 2 and as per the condition it's positively auto correlated.

Coefficient Analysis

According to the coefficient table, beta of downward communication is .084 and t value is .973 which is indicating that downward communication has relationship with appraise perception of appraisal

politics and this relation is not significant. Secondly, voice has beta and t value respectively .040 and .385 so there is relationship between voice and appraise perception of appraisal politics but significance has not been found here. Thirdly, beta= .074, t= 3.297 for criteria relevance so relationship exist between criteria relevance and appraise perception of appraisal politics but it's not significant as well. In the meantime, ambiguity has beta value .228 and t value 2.265 so ambiguity positively related with APAP. And lastly, procedural accountability's beta value is .242 and t value 3.259 so this variable has relationship with APAP and there is no significant has found there.

Table-5: Coefficient Analysis

| coefficient | | | | | | |
|---|---------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .920 | .212 | | 4.339 | .000 |
| | Downward communication | .085 | .087 | .084 | .973 | .332 |
| | Voice | .035 | .090 | .040 | .385 | .701 |
| | Criterion Relevance | .243 | .074 | .320 | 3.297 | .001 |
| | Ambiguity | .201 | .089 | .228 | 2.265 | .025 |
| | Procedural Accountability | .224 | .069 | .242 | 3.259 | .001 |
| a. Dependent Variable: Appraisee Perception of Appraisal Politics | | | | | | |

Remarks

The purpose of current study was to identify the influence of anterior of appraisal politics which could promote or impede the internal progress in a company. The results indicate that there is a relation between Downward Communication and Appraisee perception of appraisal politics (APAP). Due to downward communication the appraiser provide

necessary information to the appraisee that he receives from the top management. This information makes the employee capable in performing the job, as the employee knows what the requirement of the management from the employees is. However, in voice, the employee is allowed to go to the management, where he can highlight his dedication and seriousness towards his work and all the positives in his work and also he can mention any of the problems or difficulties

or if any conflict with anyone in the organization. This voice of the employee allows the management to easily evaluate performance.

Furthermore, Ambiguity has greater impact on APAP. In companies meeting is being conducted every year between the manager and the team where managers disclose the performance of the team members. Here they points out which employee are meeting expectations and who are lagging behind. Those under perform members are being given instructions and motivations for improvement in the future and they are also been told if they do not improve in the near future it would have a negative impact on their performance evaluation. Hence ambiguity creates perceptions among the employees that if the employees clearly get the idea that if they do not improve their work performance, the evaluation would automatically come negative and no politics would be involved. In addition, criterion Relevance is alsorelated to APAP. For criterion relevance, all the criteria are fixed by the appraiser. Employees are aware of the criteria in which they will be evaluated. There is no chance of fixing the rating. As the influence of criterion relevance is greater, the perception of no politics will be higher.

Moreover, in procedural accountability performance rating is monitored by the third party. As the ratings got checked, appraiser won't dare to change the ratings. So, it can be said that higher the procedural accountability in the organization, greater the perception of no politics. However, the reliability of each variable of the study was satisfactory and it had also found significant relationship in hypotheses testing in all variables. In the light of the results of research, it can be said that anterior of downward communication, voice, procedural accountability, criterion relevance is necessary in the organization which have seen comprehensively in the study.

Limitation

Throughout this research report there were certain limitations which worked as barrier. The time limitation is noteworthy factor. Due to busy work schedule the officers failed to provide required information. There were many organization policies for that many necessary information were restricted.

CONCLUSION

The analysis has shown that Appraisee perception of appraisal politics is mainly related to the appraisal politics, and it's anterior. And those things have statistically significant effect on the "Appraisee Perception of Appraisal politics". However, for successful appraisal politics few anterior – Downward Communication, Voice, Criterion Relevance, Ambiguity, Procedural Accountability influence

organization performance with strong statistical point in the other hand all significantly influence the level of Appraisee perception of appraisal politics.

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Appendix

Reliability analysis

Downward communication

| Reliability Statistics | | |
|------------------------|--|------------|
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .818 | .820 | 13 |

Voice

| Reliability Statistics | | |
|------------------------|--|------------|
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .788 | .795 | 8 |

Criteria relevance

| Reliability Statistics | | |
|------------------------|--|------------|
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .785 | .784 | 6 |

Ambiguity

| Reliability Statistics | | |
|------------------------|--|------------|
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .734 | .733 | 7 |

Accountability

| Reliability Statistics | | |
|------------------------|--|------------|
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .727 | .724 | 7 |

APAP

| Reliability Statistics | | |
|------------------------|--|------------|
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .822 | .823 | 14 |

Spearman Correlation

Downward communication and APAP

| Correlations | | | | |
|----------------|--|-------------------------|------------------------|--|
| | | | Downward communication | Apraise Perception of Appraisal Politics |
| Spearman's rho | Downward communication | Correlation Coefficient | 1.000 | .559** |
| | | Sig. (2-tailed) | . | .000 |
| | | N | 146 | 146 |
| | Apraise Perception of Appraisal Politics | Correlation Coefficient | .559** | 1.000 |
| | | Sig. (2-tailed) | .000 | . |
| | | N | 146 | 146 |

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Voice and APAP

| Correlations | | | | |
|----------------|--|-------------------------|--------|--|
| | | | Voice | Apraise Perception of Appraisal Politics |
| Spearman's rho | Voice | Correlation Coefficient | 1.000 | .542** |
| | | Sig. (2-tailed) | . | .000 |
| | | N | 146 | 146 |
| | Apraise Perception of Appraisal Politics | Correlation Coefficient | .542** | 1.000 |
| | | Sig. (2-tailed) | .000 | . |
| | | N | 146 | 146 |

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Criteria relevance and APAP

| Correlations | | | | |
|----------------|--|-------------------------|---------------------|--|
| | | | Criterion Relevance | Apraise Perception of Appraisal Politics |
| Spearman's rho | Criterion Relevance | Correlation Coefficient | 1.000 | .538** |
| | | Sig. (2-tailed) | . | .000 |
| | | N | 146 | 146 |
| | Apraise Perception of Appraisal Politics | Correlation Coefficient | .538** | 1.000 |
| | | Sig. (2-tailed) | .000 | . |
| | | N | 146 | 146 |

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Ambiguity and APAP

| Correlations | | | | |
|----------------|--|-------------------------|-----------|--|
| | | | Ambiguity | Apraise Perception of Appraisal Politics |
| Spearman's rho | Ambiguity | Correlation Coefficient | 1.000 | .565** |
| | | Sig. (2-tailed) | . | .000 |
| | | N | 146 | 146 |
| | Apraise Perception of Appraisal Politics | Correlation Coefficient | .565** | 1.000 |
| | | Sig. (2-tailed) | .000 | . |
| | | N | 146 | 146 |

** . Correlation is significant at the 0.01 level (2-tailed).

Procedural Accountability and APAP

| Correlations | | | | |
|----------------|--|-------------------------|---------------------------|--|
| | | | Procedural Accountability | Apraise Perception of Appraisal Politics |
| Spearman's rho | Procedural Accountability | Correlation Coefficient | 1.000 | .503** |
| | | Sig. (2-tailed) | . | .000 |
| | | N | 146 | 146 |
| | Apraise Perception of Appraisal Politics | Correlation Coefficient | .503** | 1.000 |
| | | Sig. (2-tailed) | .000 | . |
| | | N | 146 | 146 |

** . Correlation is significant at the 0.01 level (2-tailed).

Regression analysis

| Model Summary ^b | | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .824 ^a | .679 | .667 | .23254 | 1.680 |

a. Predictors: (Constant), Procedural Accountability, Voice, Downward communication, Criterion Relevance, Ambiguity

b. Dependent Variable: Apraisee Perception of Appraisal Politics

| ANOVA ^b | | | | | | |
|--------------------|------------|----------------|-----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 15.990 | 5 | 3.198 | 59.143 | .000 ^a |
| | Residual | 7.570 | 140 | .054 | | |
| | Total | 23.561 | 145 | | | |

a. Predictors: (Constant), Procedural Accountability, Voice, Downward communication, Criterion Relevance, Ambiguity

b. Dependent Variable: Apraise Perception of Appraisal Politics

| Coefficients ^a | | | | | | |
|---------------------------|---------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .920 | .212 | | 4.339 | .000 |
| | Downward communication | .085 | .087 | .084 | .973 | .332 |
| | Voice | .035 | .090 | .040 | .385 | .701 |
| | Criterion Relevance | .243 | .074 | .320 | 3.297 | .001 |
| | Ambiguity | .201 | .089 | .228 | 2.265 | .025 |
| | Procedural Accountability | .224 | .069 | .242 | 3.259 | .001 |

a. Dependent Variable: Apraisee Perception of Appraisal Politics