

The Relationship Between Perceived Fairness of Performance Appraisal and Job Satisfaction

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Abstract: *The aim of the study is to assess the relationship between perceived fairness of performance appraisal and the level of job satisfaction in corporate employees. A sample of 100 has been selected. The sample constitutes of corporate employees from the Gurgaon-Delhi-Meerut industrial belt in the age range of 20-60 years have been included. The scales used were Scale for Perceived Fairness of Job Appraisal and the JSS. Statistical tools used were SPSS has been used for statistical analysis on the data that was collected. T-tests (two-tailed, independent) were run to study gender differences and age differences. A Pearson correlation test was run to study the correlation between the two variables and regression analysis used to determine significance. Results showed a correlation of 0.795 significant to <0.001 and A regression analysis gave R square = 0.632 and sig. F change <0.001 for PFPA and Job Satisfaction. Employees who were older than 36 showed a correlation coefficient of 0.828 while employees who were younger than age 36 showed a correlation coefficient of 0.757. A T-test analysis gave a t-score of 0.897 for PFPA and 1.128 for Job Satisfaction and a significance of 0.475 for PFPA and 0.262 for job satisfaction was found. Male employees showed a correlation coefficient of 0.775 and female employees showed a correlation of 0.819. A T-test analysis gave a t-score of 0.633 for PFPA and 0.640 for Job Satisfaction and a significance of 0.528 for PFPA and 0.523 for job satisfaction was found.*

Keywords: job satisfaction

I. INTRODUCTION

Performance Appraisal

A performance appraisal is a systematic and periodic process that measures an individual's work performance against the established requirements of the job. It is a subjective evaluation of the employee's strengths and weaknesses, relative worth to the organization, and future development potential. Performance appraisals are also known as performance evaluations, performance reviews, development discussions, or employee appraisals.

There are four significant types of performance appraisals: 360-Degree Appraisal, Negotiated Appraisal, Peer Assessment, and Self-Assessment. These appraisals help human resources departments create tools for employees to advance in their careers, determine how to distribute limited company budget for incentives, and identify workers who have made the most contributions to their expansion.

The 360-Degree Appraisal the management collects performance feedback on the through questionnaires completed by supervisors, co-workers, group members, and self-assessment.

Negotiated Appraisal involves a mediator to assess the employee's performance, focusing more on the strengths of the employee's performance.

In Peer Evaluation the team members, workgroup, and co-workers are tasked with evaluating the employee's performance.

Self-Evaluation has employees assess themselves in categories like work behaviour, attitude and job performance.

Performance appraisals come in many forms, with managers and HR staff choosing the best methods based on the size of their organization and the types of responsibilities employees fulfill. Some of the most common methods include 720-degree Feedback, Assessment Center Method, Behaviorally Anchored Rating Scale (BARS), Checklist Method, Critical Incidents Method, Customer/Client Reviews, Field Review Method, Forced Choice Method, General Performance Appraisal, Human Resource Accounting Method, Management By Objective (MBO), Performance Tests and Observations, Project Evaluation Review, and Rating Scales.

The 720-degree feedback method collects information from both internal and external sources, while the Assessment Center Method involves exercises conducted at the company's designated assessment center. The Behaviorally Anchored Rating Scale (BARS) measures the employee's performance by comparing it with specific behavior examples. The checklist Method consists of a series of yes/no answers for different traits. Critical Incidents Method considers the employee's critical behavior, while Customer/Client Reviews involve asking clients and customers for feedback on the employee's perception of the business. Field Review Method involves an HR department or corporate office representative conducting the employee's performance evaluation.

Performance appraisals serve a dual purpose for organizations and employees. For organizations, they provide insight into an employee's contribution, enabling management to improve working conditions, address behavioral issues, recognize employee talents, support skill and career development, and improve strategic decision-making. For employees, performance reviews are a way to recognize and thank them for their achievements, find opportunities for promotions or bonuses, help them get training or education to advance their careers, find areas where they can improve, encourage and involve them in their career development, and start conversations about their long term goals.

Performance appraisals also aim to provide helpful information to help make decisions regarding transfers, promotions, terminations, salary adjustments, incentives, and variable pay. They bring advantages such as helping supervisors plan promotions for solid, performing employees, helping the organization decide how to compensate employees best, calling attention to employee weaknesses, setting up training programs in-house, making changes in the selection process, effectively communicating the employee's performance status, and being a great motivational tool. To maximize the effectiveness of performance appraisals, three valuable tips and techniques are suggested: documenting appraisal sessions, using outlines, and checking in with employees more frequently. Critics of performance appraisals include difficulty distinguishing between individual and organizational performance, adopting unreasonable goals that demoralize employees, distrust of the appraisal, and the use of merit- and performance-based pay.

Performance appraisals can influence an organization's performance by identifying areas where management may enhance working circumstances, deal with behavioral problems before they affect department efficiency, assist employees in their skills and career development, enhance strategic decision-making in scenarios that call for layoffs, succession planning, or internally filling available posts, and motivate employees to contribute more by recognising their talents and skills. Performance reviews should benefit the employees who receive them by acknowledging and thanking them for their accomplishments, being aware of the chance for a promotion or bonus, recognizing and advocating for extra education or training, encouraging investment in professional development, and having a candid discussion of a worker's long-term objectives.

Many firms are facing challenges with their performance-management process, despite attempts to enhance it. Human resources departments are eliminating "forced curve" rating systems, adjusting compensation structures, and analysing employee data to gain motivation and performance insights. Nevertheless, employees continue to express dissatisfaction with comments they perceive as biased or irrelevant to their work, while managers view performance monitoring as a bureaucratic formality. 60% of respondents who viewed the performance-management system as fair reported that it was effective, according to a survey.

For performance-management systems to be seen as fair, they should connect employees' objectives to business priorities and include a significant degree of adaptability. This entails enhancing managers' teaching skills to improve their ability to judge daily fairness, and recognising exceptional performance for certain positions while overseeing performance convergence for others. Companies must increase interaction with employees, enhance coaching skills among busy managers, and adjust established remuneration schemes to win the fight of perceptions. The shifts facilitate a virtuous loop that enables organisations to focus on justice and do business effectively. Aligning employees' objectives with company priorities: Establishing trust in performance management involves clearly outlining expectations for employees and detailing how their tasks contribute to the firm's overall goals. Empowering employees and fostering flexibility begins by ensuring that individuals at all organisational levels are actively engaged in defining their own objectives. Imposing objectives from upper management typically does not lead to the desired level of employee involvement that organisations aim for.

It is essential to frequently modify goals and Key Performance Indicators (KPIs) in order to prevent wasted effort and uphold trust in the current business landscape. 62% of participants stated that their organisations effectively managed performance by routinely reviewing goals. Managers need to be precise for this process. Training managers to act as coaches is crucial for ensuring fairness and accuracy in performance evaluation processes. Less than 30% of participants reported that their bosses were effective coaches. Managers should ensure that Key Performance Indicator (KPI) targets are aligned with current company conditions and adjust measures as necessary to achieve agility. They should schedule daily meetings with their teams and hold weekly evaluations of team performance. Managers must invest in soft skills to effectively engage in meaningful performance discussions. It is essential to develop confidence and skills in objectively assessing performance and motivating individuals to reach higher levels of success. The quality of performance discussions has the most significant effect. A European bank revamped its performance-management system with workshops focusing on handling challenging conversations and providing criticism to underperforming workers. Managers are advised on how to motivate staff to establish long-term challenging goals that capitalise on their skills and interests. Regular and sustainable support sessions are crucial for developing a group of proficient coaches. This necessitates reorganising, restructuring HR's responsibilities, and introducing a mandatory HR Excellence training programme. The Scandinavian insurance business opted for a unique strategy by educating specialised individuals, known as "champions," in particular areas like aligning goals with Key Performance Indicators (KPIs) and conducting "train the trainer" workshops to disseminate new coaching techniques across the organisation.

Compensating individuals differently in organisations can be difficult because of new jobs and performance trends that favour top employees. It might be difficult to identify the appropriate standards or distinguish between top, middle, and bottom performers when dealing with traditional sales force incentives. Managers should maintain simplicity in their measurement technique to ensure straightforward explanations for pay decisions that employees may easily comprehend. One important principle to keep in mind is to avoid suppressing ratings, as it might create uncertainty for employees regarding their performance, compensation, reward system, and incentive criteria. Cirque du Soleil addresses this matter by establishing a basic salary that corresponds to market rates and analysing labour markets to decide on the rate of yearly raises that nearly all its employees are given. This method promotes fairness and prevents unfair salary comparisons.

Recognising the power curve for exceptional performers is another crucial part of performance management. Studies indicate that the majority of organisations allocate performance based on a "power curve," where 20% of employees produce 80% of the value. Companies are rewarding excellent workers with benefits that are typically 15-20% higher than those received by average performers. Utilising spot bonuses for innovation can demonstrate managerial engagement and system responsiveness. Cirque du Soleil compensates exceptional contributions to certain projects with a payment from 2 to 5 percent of the overall compensation, in addition to a note of acknowledgment.

Technology significantly impacts performance-management transformation by enhancing speed and reach while decreasing administrative costs. At a multinational corporation, a mobile application simplifies the process for managers and employees to document and monitor goals over the course of the year, enhancing employee engagement and promoting immediate coaching dialogues. The influence of technology on fairness judgements varies according on its implementation.

Job Satisfaction -

Job satisfaction is a measure of how content workers are with their job, including their overall liking and specific aspects like work or supervision. It can be assessed through cognitive, affective, and behavioral components. Affective job satisfaction is a subjective concept that reflects the emotional sentiment individuals hold towards their job, representing the degree of joy or happiness their employment induces. Cognitive work satisfaction is a more objective and logical examination of numerous components of a job, which can be unidimensional or multidimensional. It does not analyze the degree of pleasure or happiness that occurs from specific job features but gauges the amount to which those job facets are judged to be satisfactory in comparison with objectives they themselves established or with other jobs.

Job satisfaction can be regarded within the broader context of the range of factors affecting an individual's experience of work or their quality of working life. It can be defined in terms of its interactions with other essential characteristics,

such as overall well-being, stress at work, control at work, home-work interface, and working environment. The assessment of job happiness using employee anonymous questionnaires became prevalent in the 1930s, with Uhrbrock and Hoppock being pioneers in analyzing manufacturing worker attitudes.

Job satisfaction is a complex concept that can be influenced by various factors. The Range of Affect Theory, proposed by Edwin A. Locke in 1976, suggests that job satisfaction is determined by the discrepancy between one's wants and what they have in a job. This theory states that how much one values a given facet of work moderates how satisfied/dissatisfied one becomes when expectations are/are not met. When a person values a particular facet, their satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who does not value that facet.

The Dispositional approach suggests that individuals vary in their tendency to be satisfied with their jobs, meaning job satisfaction is to some extent an individual trait. This approach has been notable due to evidence that job satisfaction tends to be stable over time and across careers and jobs. The Core Self-evaluations Model, proposed by Timothy A. Judge, Edwin A. Locke, and Cathy C. Durham in 1997, narrowed the scope of the dispositional approach by arguing that there are four core self-evaluations that determine one's disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism.

Equity Theory suggests that an individual views fairness in regard to social relationships such as with an employer. It suggests that if an individual thinks there is an inequality between two social groups or individuals, they are likely to be distressed because the ratio between the input and the output are not equal. Other psychologists have extended the equity theory, suggesting three behavioral response patterns to situations of perceived equity or inequity: benevolent, equity sensitive, and entitled.

Discrepancy Theory explains the ultimate source of anxiety and dejection. It suggests that all individuals will learn what their obligations and responsibilities are for a particular function, and if they fail to fulfill those obligations, they are punished. Agitation and anxiety are the main responses when an individual fails to achieve the obligation or responsibility.

The Two-factor Theory (motivator-hygiene theory) attempts to explain satisfaction and motivation in the workplace. It states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. Most studies use a quantitative approach, such as validated instruments like the Minnesota Satisfaction Questionnaire, while some use qualitative methodologies like individual interviews.

The Job Characteristics Model (JCM) is widely used as a framework to study how particular job characteristics impact job outcomes, including job satisfaction. The five core job characteristics can be combined to form a motivating potential score (MPS), which can be used as an index of how likely a job is to affect an employee's attitudes and behaviors.

Communication saturation and deprivation are two significant factors that can impact job satisfaction in modern organizations. Communication overload occurs when an individual receives an excessive amount of messages in a short timeframe, leading to unprocessed information or more intricate messages that are harder to comprehend. Communication under load happens when messages or inputs are sent at a rate that is below the individual's processing capacity. Communication between superiors and subordinates also significantly impacts job satisfaction in the workplace. Nonverbal communication, such as facial expressions, eye contact, voice expression, and bodily movement, plays a vital role in interpersonal communication for forming impressions, deceiving, attracting, influencing, and expressing emotions. A supervisor who demonstrates nonverbal immediacy, warmth, and open communication is more likely to obtain favourable feedback and high job satisfaction from a subordinate. Strategic acknowledgment of employees is crucial for enhancing staff retention, motivation, and financial outcomes. A Watson Wyatt Worldwide study revealed a positive effect between a collegial and flexible work environment and an increase in shareholder value. Effective human resources practices, like employee recognition programs, are more likely to result in positive financial outcomes than the other way around.

Emotions and mood in the workplace are connected to job satisfaction. Research indicates a correlation between moods and total job satisfaction, with positive and negative emotions being significantly correlated with total job satisfaction. Emotion management involves strategies used to control emotional states and expressions, and research has shown that inhibiting negative emotions reduces job satisfaction, while enhancing positive emotions boosts job satisfaction. Two

models are involved in the relationship between emotion control and job satisfaction: emotional dissonance, which refers to a difference between outwardly displayed emotions and interior emotional feelings, and social interaction. Workers' ability to regulate their emotions can influence how others respond to them during interpersonal interactions, which in turn can affect their job satisfaction.

Genetics play a significant role in job satisfaction, with research showing that it influences internal aspects such as challenge and achievement rather than external factors like working conditions. Hereditary factors account for approximately 31% of the variability in job satisfaction, with the estimate increasing slightly when accounting for measurement error.

Personality also plays a role in job happiness, with negative affectivity associated with neuroticism and positive affectivity with extraversion. Variations in affectivity can influence individuals' perceptions of objective employment factors, ultimately impacting job satisfaction. Job satisfaction is associated with two personality factors: alienation and locus offcontrol. Employees with an internal locus of control and lower levels of alienation are more likely to have job satisfaction, job involvement, and organizational commitment.

Psychological well-being (PWB) is a measure of an individual's psychological functioning across various aspects of their life, including work, family, and community. It is a phenomenological occurrence where individuals experience happiness based on their subjective perception of it. Psychologically healthy individuals are more likely to feel pleasant feelings and less likely to feel negative emotions. Research on job happiness has not considered factors outside of one's job, as job satisfaction is unique to each individual's job. To understand job satisfaction and performance, it is crucial to consider an individual's PWB. Studies from 2000 and 2007 showed a strong relationship between psychological well-being and job satisfaction, demonstrating that PWB is a more accurate indicator of job performance than job satisfaction alone.

Job satisfaction indicators are self-reported and based on multi-item scales. Some of the most popular measures include the Brief Index of Emotional Job Satisfaction (BIAJS), Job Descriptive Index (JDI), Job Satisfaction Survey (JSS), Michigan Organizational Assessment Questionnaire (MSQ), Minnesota Satisfaction Questionnaire (MSQ), and Short Index of Work Satisfaction (IJS). Job satisfaction can reflect work behaviors like organizational citizenship and withdrawal behaviors such as absenteeism and turnover. Perceived organizational support is the primary predictor of job satisfaction, followed by organisational health. Organizational health is a strong predictor of positive psychological capital, which is closely linked to work satisfaction.

Research indicates a correlation between job happiness and life contentment, with individuals who are content with their career likely to be content with their job. Flexible work arrangements can have a positive impact on personal health and romantic relationships, increasing overall happiness. However, some studies show no substantial connection between job satisfaction and life happiness when considering additional factors like non-work satisfaction and core self-evaluations. Organizations should be aware of the weak association between job happiness and job productivity, as the correlation between satisfaction and job performance is frequently mentioned in media and non-academic management literature. A meta-analysis discovered unexpectedly weak associations between job happiness and performance, with the link between satisfaction and performance being stronger in high- complexity jobs. Several studies have demonstrated the relationship between job satisfaction and absenteeism, with Goldberg and Waldman's study examining absenteeism by considering two aspects: overall time lost and the frequency of time lost. The research findings showed that job satisfaction does not predict absenteeism, despite previous studies finding strong correlations.

II. REVIEW OF LITERATURE

Atishree Bhardwaj, Swati Mishra, and Trilok Kumar Jain (2021). The objective of this study is to analyse employee satisfaction in different commercial banks, both private and public, in Rajasthan. Additionally, it aimed to investigate the impact of various factors on employee satisfaction. This study examined the elements that contribute to increased levels of job satisfaction. These aspects pertain to the management, compensation, restructuring, promotion, workplace safety, and work environment interactions. The research demonstrates a positive correlation and association between job satisfaction and factors such as recognition, compensation, job stability, advancement prospects, and positive interpersonal relationships with colleagues. The study results indicate that most bank employees in the banking sector are content with the work culture. However, their primary concerns revolve around salaries and working hours.

Ameen, A., and Baharom, M.N. (2019) The research developed a conceptual prototype that suggests that performance appraisal objectives might positively impact employee performance in the Nigerian public service utilising extensive literature research to provide a logical and empirical theoretical analysis of the recognised research problems. The findings of this study emphasised that the objectives of performance appraisal have a positive impact on employee performance.

Indah Dwi Ariani and Trias Setiawati (2019). This article examines the impact of fairness in performance appraisals and job satisfaction on job performance among employees at Condong Catur Hospital (RSCC) in Yogyakarta, Indonesia. The objective of this study is to assess the impact of fairness in performance appraisals and job satisfaction on job performance, mediated by commitment. The findings suggest that both the fairness of performance appraisals and job happiness have a favourable and significant impact on job performance, both individually and together. Furthermore, the equitable evaluation of performance and the contentment derived from one's profession have a constructive and noteworthy impact on employee dedication, both individually and collectively. The impact of performance appraisal fairness and job satisfaction on job performance is more significant than the indirect influence.

Sumayya, U., & Raziq, A. (2019). This study aims to investigate the mediating role of supervisor trust and perceived organisational politics in the relationship between the fair performance appraisal and employee satisfaction. It also aims to examine the relationship between the dimensions of the fair performance appraisal system (FPAS) and employee satisfaction. The findings of the study indicate that while perceived organisational politics has entirely mediated between the fair performance appraisal dimensions and employee happiness dimension, supervisor trust has only partially mediated between the two.

Aydin, A., and Tiryaki, S. (2018) The study examines the influence of performance appraisal on employee motivation and productivity in the Turkish forest products industry using structural equation modelling analysis. The study aims to assist managers and decision makers in identifying appropriate motivational elements for the purpose of employee retention and satisfaction and aims to address a significant gap in the field of performance appraisal. Based on the results of this study, it can be concluded that performance appraisal has a significant impact on employee motivation and productivity. Performance appraisal was determined to have a significant impact on staff motivation and productivity.

Phuong, T. H. (2018). This study looks at how Vietnamese employees perceive justice in performance reviews (PA). It was discovered that perceptions of PA are influenced by forced distribution ranking systems, rater trust, participatory PA, and PA training. The intention of employees to remain with the organisation is greatly influenced by these perceptions. Nonetheless, the research defies earlier hypotheses by demonstrating that work performance is impacted by perceived distributive fairness.

Putri, R. A. (2018). The objective of this study is to assess the magnitude of the correlation between leadership style, interpersonal communication, employee work satisfaction, and their impact on employee performance. The results suggest that the impact of leadership style on employee job satisfaction is 0.24, the impact of leadership style on employee performance is 0.279, the impact of interpersonal communication on employee job satisfaction is 0.131, the impact of interpersonal communication on employee performance is 0.448, and the impact of employee satisfaction on employee performance is 0.185. The leadership style has a contribution of 0.323 to employee performance through employee satisfaction, while interpersonal communication has a contribution of 0.472 to employee performance through employee satisfaction.

Shiqian, W. (2018). The objective of this study is to examine the elements that influence employee job performance in the private higher education sector in China. The study investigated the impact of leadership styles, organisational commitment, and self-efficacy on employee job performance. The results indicate that leadership styles, organisational commitment, and self-efficacy have a positive and significant influence on work performance.

Al Haj, A. (2017). The aim of this correlational study was to investigate the association between leadership styles and employee motivation in public enterprises in Qatar. The variables examined in the study were the transformational, transactional, and passive-avoidant leadership styles. The variable that was influenced by other factors was employee motivation. The moderator variables consisted of the age and pay of the employees. The study's findings revealed a substantial positive association between the utilisation of transformational and transactional leadership styles by managers and the levels of employee motivation. The standardised beta coefficient ($\hat{\beta}$) exceeded 0.6, indicating a strong

correlation. Additionally, a significant negative correlation was observed between the passive-avoidant leadership style and employee motivation levels, with a standardised beta coefficient ($\hat{\beta}$) below -0.57. The association between transformative leadership and motivation was influenced by age. Salary acted as a moderating factor in the link between passive-avoidant leadership and motivation.

Asad, H., Naseem, R., Faiz, R. (2017). In order to understand the reasons behind employee turnover intention in an organisation, it is necessary to examine the factors that influence this behaviour. Specifically, it is important to determine how human resource development factors, such as salary, training and development, fairness of performance appraisal, and career growth (including remuneration, growth, promotion speed, professional ability development, and career goal progress), impact turnover intention. The results of this study indicate that compensation and fairness of performance appraisal are strongly negatively correlated with turnover intention, with the exception of training and development. In addition, the study revealed that out of the four elements of career progression, only two variables, specifically promotion speed and pay increase, significantly impact turnover intention.

Idowu, A. (2017). This study aimed to examine the efficacy of performance appraisal methods and their impact on employee motivation. The primary goals of the study were on determining the moderating function of performance appraisal as a motivational tool, as well as identifying any potential obstacles. The study findings indicate that utilising performance appraisal as a motivational technique leads to notable beneficial consequences. Additionally, the study reveals that employing multiple appraisal approaches leads to increased satisfaction and hence better levels of motivation. The key elements of performance appraisal systems (PAS) that enhance motivation include the establishment of a direct connection between performance and rewards, utilising the PAS to establish goals and standards, and use performance appraisal to identify employees' strengths and weaknesses.

Karahan, P., and Kurtulmus, B. E. (2017). This study aims to examine the correlation between performance appraisal and employee motivation. The research is grounded in both literature and interviews, namely with high-ranking managers who possess the authority and authorization to assess employees. The interviews provide first hand data that reflects the viewpoints and ideas of the management.

Patrick Kampkötter (2017). The study examined the impact of PAS on employees' overall job happiness. They may distinguish between appraisals that are tied to financial results, such as bonuses and promotions, and appraisals that do not have any financial repercussions. The findings illustrated that Performance Appraisal Systems (PAS) associated with financial results are an effective human resource management tool that is valued by employees. In addition, they investigate how personality factors, specifically the Big Five and locus of control, influence the connection between PAS and job happiness. The findings indicated that when appraisals lack tangible benefits or a clear connection to the assessment process, they can have a negative impact on open-minded and self-determined employees. This is because appraisals may raise expectations that are not met, leading to potential disappointment. The consequences, both in theory and practice, of these conclusions are examined.

Azman Ismail et. al. (2016). This paper investigates the impact of performance appraisal communication and procedural justice on job satisfaction. The results of the stepwise regression analysis revealed a substantial correlation between feedback, treatment, procedural justice, and work satisfaction. Overall, this outcome shows that when appraisers are able to effectively give feedback and treatment, it significantly influences how appraisees perceive fairness in the process, which in turn can result in increased job satisfaction within the organisation being examined.

Khanna, V. (2016). This study seeks to analyse the elements that influence employee satisfaction with the appraisal systems implemented in their organisation. The study has discovered a significant correlation between team-related aspects in the evaluation process and employee satisfaction with performance appraisal. The investigation has also identified variations in satisfaction levels among different types of appraisal methods implemented in various organisations. In the current economic climate, particularly in the context of the Indian economy, the Services industry plays a crucial role and employs a significant portion of the workforce. The Services industry is predominantly composed of IT companies, which also happen to be the leading employers of young people in the country. Considering the significant role that the IT industry plays in its workforce, it is evident that they embrace international standards in the training and assessment of their personnel.

Saharuddin, D. S. (2016). The present study investigates the role of job satisfaction and morale in mediating the relationship between promotion and remuneration on productivity. Additionally, it evaluates the moderating influence

of job satisfaction and morale. A total of 91 personnel from the Department of Water and Mineral Resources Energy in the North Aceh area were subjected to examination. The employed methodology is path analysis, utilising the statistical software SPSS. The findings indicate that the variables of promotion and compensation exert a substantial and favourable influence on job satisfaction, morale, and work productivity. Additionally, job satisfaction has a considerable and positive effect on work productivity, while morale also has a significant and good impact on work productivity. The factors of job satisfaction and morale operate as mediators between exogenous variables and partially endogenous variables.

Sununta Siengthai and Patarakhuan Pila-Ngarm (2016). This research aims to analyse the impact of job redesign and the combined effect of job redesign and job satisfaction on employee performance. These findings indicate that the implementation of job redesign by enterprises is likely to have a detrimental impact on employee performance during the initial phase of change. The findings indicate that executing job redesign without ensuring work satisfaction among employees or solely conducting job redesign can potentially lead to a decline in employee performance. These findings indicate that job redesign can be an effective HR technique to greatly improve employee performance, but only if firms incorporate the employees affected by the redesign and enhance their job satisfaction during the implementation process. Work redesign, when implemented alone, has been shown to have a notable detrimental impact on employee performance. Conversely, work satisfaction has consistently been proven to have a positive and significant influence on employee performance. This study examines the synergistic impact of job redesign and job satisfaction on enhancing employee performance. These data indicate that job satisfaction has a favourable moderating influence on the relationship between job redesign and employee performance.

Tahira Umair (2016). This study examines the employees' impression of fairness in the performance appraisal system and its impact on job satisfaction. The assessment system's perceived fairness is examined using the organisational justice theory, which is primarily based on Adam's equity theory and widely employed by scholars in organisational research. The evaluation of equity in the performance assessment system comprises three primary elements: Distributive justice, procedural justice, and interactional justice. The study revealed that distributive, procedural, and interactional fairness in the assessment system are the three key factors that positively impact job satisfaction among employees in the garment sector of Pakistan.

Aboazoum, H. M., Nimran, U., and Al Musadieq, M. (2015). The aims of this study were (1) to determine the current perception of the elements influencing employee performance in Libya, (2) to determine the current perspective of employee performance in Libya, and (3) to establish the relationship between the factors influencing employee performance in Libya. The analysis of the data on SPSS revealed that there is a significant relationship between employee performance and organisational culture. The correlation between employee performance and work happiness is substantial. The pleasure of employees is influenced by their performance and training and development. The correlation between employee performance and stress is negligible.

Jayarathna, L. (2015). This study aimed to examine the influence of incentive and recognition programmes on employee motivation in Commercial Bank, Sri Lanka. The study aims to investigate the correlation between Payment, Promotion, Benefits, Recognition, and employee motivation, specifically focusing on the impact of reward and recognition programmes on employee motivation and satisfaction. The findings demonstrate a statistically significant and positive relationship between all the independent variables (Payment, Promotion, Benefits, Recognition) and the dependent variable (employee motivation). The research findings demonstrated a statistically significant and favourable correlation between rewards, recognition, and motivation.

Rubel, M. R. B., & Kee, D. M. H. (2015). Examining the impact of promotion opportunities and fairness in performance reviews on employees' intentions to leave their jobs, together with the moderating role of organisational commitment, is the aim of this research. The findings show that nurses' intentions to leave the organisation and their level of commitment are significantly impacted negatively by their perceptions of the fairness of performance reviews and opportunities for advancement. Additionally, it is discovered that organisational commitment significantly influences nurses' intentions to leave their jobs. It also functions as a partial mediator in the relationship between nurses' intentions to leave their jobs and promotion opportunities and nurses' intentions to leave their jobs.

Tahsildari, A., & Shahnaei, S. (2015). This paper presents a fundamental foundation for enhancing the effectiveness and efficiency of an organization's work environment. The results showed that job descriptions, training, employee involvement, and performance reviews all significantly impact how effective an organisation is.

Alexia Deneire, et.al. (2014). This paper investigates the impact of appraisal system characteristics on job satisfaction among secondary school teachers. They have discovered that assessments that have a developmental purpose and appraisals that are seen as fair judgements both contribute positively to job satisfaction. In addition, the clarity of appraisals and the perception of appraisals as a judgement of quality contribute to a particular perspective on job satisfaction. These findings have important implications for educational policy at various levels, with the goal of creating and implementing more efficient evaluation systems that impact teachers in their professional paths.

Belete Getnet, et al (2014). The purpose of this study is to evaluate how employees' perceptions of fairness impact their satisfaction with performance appraisal methods at the University of Gondar. The premise is that employees' satisfaction with their institution's performance appraisal methods is strongly influenced by their judgements of distributive, procedural, informational, and interpersonal fairness characteristics. The participants' perception responses on the fairness parameters were found to be significantly and highly correlated with their overall satisfaction of the performance appraisal practices ($M=2.37$). The correlation coefficient (β) was .877, and the p-value was less than 0.000. These findings suggest that the employees at UoG generally believed that the performance appraisal methods in the organisation were not fair. Likewise, their general contentment with the University's performance appraisal practices is low, falling below the norm.

Borowski, A. and Daya, U. (2014). The article explores employee incentive strategies beyond conventional methods. The text outlines both the monetary incentives, such as base salary, statutory and appreciation bonuses, commissions, and awards, as well as the non-monetary incentives, including equipment, safety measures, and training. Considerable focus was given to the sense of collective duty, impact on the workflow, and accountability. Several activities were identified to enhance the job, including offering regular feedback on work efficiency, assuring professional growth, implementing personalised work programmes, adopting a flexible management hierarchy, and conducting performance evaluations based on results. The presentation focused on the practical implementation of motivation theory and the principles of successful motivation. The article not only explores incentive tools, but also highlights their actual use.

Chengedzai Mafini and Nobukhosi Dlodlo (2014). To investigate the correlations between extrinsic motivation, job satisfaction, and life satisfaction among employees in a public organisation. The main findings indicate that there were statistically significant correlations between job satisfaction and four extrinsic incentive factors: salary, quality of work life, supervision, and cooperation. The correlation between promotion and life contentment was found to be statistically significant, but the association between promotion and life satisfaction was not significant. The results can be utilised to develop methods that improve employee performance and foster better industrial relations in public enterprises. The study presents evidence of the relationship between external motivation, job satisfaction, and life satisfaction among public servants in developing nations.

Parijat, P., and Bagga, S. (2014). Vroom's expectation theory distinguishes itself from the content theories of Maslow, Alderfer, Herzberg, and McClelland by not offering explicit recommendations for the factors that drive motivation among members of an organisation. On the other hand, Vroom's theory presents a framework of cognitive factors that illustrate variations in individual job motivation. From a managerial perspective, the expectation theory holds significant implications for employee motivation. The text outlines many strategies to enhance employee motivation by modifying their expectations on effort-to- performance, performance-to-reward, and the value they place on rewards.

Zulfiqar Ahmed Bowra & Asma Nasir (2014). This paper aims to examine the impact of performance appraisal fairness on employee motivation and work satisfaction in the banking sector of Pakistan. It aims to encourage the banking sector of Pakistan to adopt fair, systematic, and structured appraisal approaches that recognise employees' efforts. This, in turn, would enhance their motivation and satisfaction with their job. The findings indicate a statistically significant association between the variables, with the fairness of performance appraisal positively influencing employee motivation and job satisfaction.

Goksoy, A., & Alayoglu, N. (2013). The effects of employees' favourable perceptions of distributive justice and fairness in performance reviews on their moral judgement in environments with paternalist organisational cultures are examined in this study. The findings indicated that employees' ethical decision-making is influenced solely by their

opinion of the fairness of their performance reviews. The significance of the findings for researchers looking into performance rating systems and ethical decision making are covered in the study's conclusion.

Munir Salleh et. al. (2013). This study aimed to investigate the attitude of public servants regarding the equity of performance evaluation and its impact on organisational commitment. This study also investigated the mediating effects of satisfaction in these two connections. The results indicate that the perceived fairness of performance appraisal has had an impact on their commitment to the organisation, with satisfaction acting as a mediating factor. This conclusion aligns with the government's aspirations to build a decision-making process that is both transparent and accountable within an organisation. Ultimately, prioritising fair performance management inside the organisation is crucial in order to enhance the effectiveness of performance evaluation in influencing organisational commitment and satisfaction among government servants.

III. METHODOLOGY

Aim

To assess the relationship between perceived fairness of performance appraisal and the level of job satisfaction in corporate employees.

Objectives

1. To study the correlation between perceived fairness of performance appraisal and job satisfaction in employees.
2. To study the difference in correlation between perceived fairness of performance appraisal and job satisfaction in employees above the age of 36 against employees below the age of 36.
3. To study gender differences in the correlation between perceived fairness of performance appraisal and job satisfaction in employees.

Hypothesis

1. Increased perceived fairness of performance appraisal will lead to a higher level of job satisfaction.
2. The correlation between perceived fairness of performance appraisal and level of job satisfaction will be relatively stronger in the age group of 36 and above.
3. The correlation between perceived fairness of performance appraisal and job satisfaction will be higher in females.

Variables

Two dependent variables have been considered for this study, firstly the perceived fairness of job appraisal by an individual and secondly, their job satisfaction. Independent variables taken were age and gender.

Sampling design

Mixed sampling method has been used with Simple random sampling and Area or cluster sampling, in the research for data collection. A sample of 100 has been selected. The sample constitutes of corporate employees. The sample for this research is focused on the industrial belt of Gurgaon-Delhi-Meerut.

Inclusion and exclusion criteria

Individuals who are active employees in the corporate sector and in the age range of 20-60 years have been included.

Tools

The scale for Perceived Fairness of Job Appraisal has 47 statements from the viewpoint of a rate regarding performance appraisal. There, respondents had to indicate their level of agreement with each statement. This was done with a five-point Likert-scale ranging from one to five, with one being "I absolutely disagree", three being a neutral score and five being "I absolutely agree". Eight influencing factors were measured instrument validity, distributive justice, procedural justice, goal-setting, performance feedback, performance-based pay, employee participation and 360-degree appraisal. Reliability analyses shows a Cronbach's alpha of 0.765 for instrument validity, 0.762 for distributive justice, 0.792 for procedural justice, 0.818 for goal-setting, 0.895 for performance feedback, 0.683 for performance-based pay, 0.783 for employee participation, 0.710 for 360-degree appraisal.

The JSS-2 was developed from the original JSS. It retains 7 of the 9 facets; Contingent Rewards was eliminated because it collapsed into other subscales when factor analyzed, and Operating Conditions was eliminated because it did not apply to all jobs. The remaining JSS items was a starting point, and then items were added, deleted, and modified across three iterations of item generation, testing, and revision to achieve the final scale. The final scale consists of 32 items, and it retained 15 of the original items, although some were slightly reworded. The final subscales reflect satisfaction with Salary (Cronbach’s Alpha 0.98), Promotion Opportunities (0.93), Supervision (0.96), Fringe Benefits (0.96), Co-workers (0.95), Tasks (0.91), Communication (0.91), and General Satisfaction (0.95).

Statistical tools used –

SPSS has been used for statistical analysis on the data that was collected. A T-test (two- tailed, independent) analysis was run to study gender differences and age differences. A Pearson correlation test was run to study the correlation between the two variables and regression analysis used to determine significance.

IV. RESULTS

For the first hypothesis, Pearson correlation was used. The correlation coefficient between perceived fairness and job satisfaction was 0.795 significant to <0.001 (Table 1). A regression analysis gave R square = 0.632 and sig. F change <0.001. (Table 4).

For the second hypothesis, Pearson correlation was used. Employees who were older than 36 showed a correlation coefficient of 0.828 between perceived fairness and job satisfaction. Employees who were younger than age 36 showed a correlation coefficient of 0.757. A T-test analysis gave a t-score of 0.897 for PFPA and 1.128 for Job Satisfaction and a significance of 0.475 for PFPA and 0.262 for job satisfaction was found. (Table 2).

For the third hypothesis, Pearson correlation was used. Male employees showed a correlation coefficient between perceived fairness and job satisfaction of 0.775 and female employees showed a correlation of 0.819. A T-test analysis gave a t-score of 0.633 for PFPA and 0.640 for Job Satisfaction and a significance of 0.528 for PFPA and 0.523 for job satisfaction was found. (Table 3).

Table 1 (Correlation)

		JSS	PFPA
Pearson Correlation	JSS	1.000	0.795
	PFPA	0.795	1.000
Sig. (1 tailed)	JSS	.	<0.001
	PFPA	0.000	.
N	JSS	100	100
	PFPA	100	100

Table 2 (T-test – Age)

	Above 36 years		Below 36 years		t	Cohen’s d	Two- sided p
	Mean	SD	Mean	SD			
PFPA	175.24	35.628	170.10	36.027	0.717	0.143	0.475
JSS	144.92	29.805	138.50	27.025	1.128	0.226	0.262

Table 3 (T-test – gender)

	Male		Female		t	Cohen’s d	Two- sided p
	Mean	SD	Mean	SD			
PFPA	174.94	38.150	170.40	33.389	0.633	0.127	0.528
JSS	143.54	28.745	139.88	28.401	0.640	0.128	0.523

Table 4 (Regression analysis)

Variable	R square	Sig. Change	F SE	95%CI		p	
				LL	UL	PFPA	JSS
PFPA	0.632	<0.001	17.376	0.537	0.731	1.000	0.795
JSS						0.795	1.000

V. DISCUSSION

The aim of this study was to assess the relationship between perceived fairness of job appraisal and level of job satisfaction in corporate employees.

A performance appraisal is a systematic and periodic process that measures an individual's work performance against the established requirements of the job. It is a subjective evaluation of the employee's strengths and weaknesses, relative worth to the organization, and future development potential. Performance appraisals are also known as performance evaluations, performance reviews, development discussions, or employee appraisals. Job satisfaction is a measure of how content workers are with their job, including their overall liking and specific aspects like work or supervision. It can be assessed through cognitive, affective, and behavioral components. Affective job satisfaction is a subjective concept that reflects the emotional sentiment individuals hold towards their job, representing the degree of joy or happiness their employment induces. Cognitive work satisfaction is a more objective and logical examination of numerous components of a job, which can be unidimensional or multidimensional. It does not analyze the degree of pleasure or happiness that occurs from specific job features but gauges the amount to which those job facets are judged to be satisfactory in comparison with objectives they themselves established or with other jobs.

The research by Indah Dwi Ariani and Trias Setiawati (2019) examines the impact of fairness in performance appraisals and job satisfaction on job performance among employees at Condong Catur Hospital (RSCC) in Yogyakarta, Indonesia. The findings suggest that both the fairness of performance appraisals and job happiness have a favourable and significant impact on job performance, both individually and together.

The research by Idowu, A. (2017) aimed to examine the efficacy of performance appraisal methods and their impact on employee motivation. The study findings indicate that utilising performance appraisal as a motivational technique leads to notable beneficial consequences. The study reveals that employing multiple appraisal approaches leads to increased satisfaction and hence better levels of motivation. The key elements of performance appraisal systems (PAS) that enhance motivation include the establishment of a direct connection between performance and rewards, utilising the PAS to establish goals and standards, and use performance appraisal to identify employees' strengths and weaknesses.

The objectives of the study were to study the correlation between perceived fairness of performance appraisal and job satisfaction in employees and to study the difference in correlation between perceived fairness of performance appraisal and job satisfaction in employees above the age of 36 against employees below the age of 36 and also study gender differences in the correlation between perceived fairness of performance appraisal and job satisfaction in employees.

The following hypotheses were proposed for this study (1) increased perceived fairness of performance appraisal will lead to a higher level of job satisfaction. (2) The correlation between perceived fairness of performance appraisal and level of job satisfaction will be relatively weaker in the age group of 36 and above. (3) The correlation between perceived fairness of performance appraisal and job satisfaction will be higher in males.

Two dependent variables have been considered for this study, firstly the perceived fairness of job appraisal by an individual and secondly, their job satisfaction. Independent variables taken were age and gender.

Mixed sampling method has been used with Simple random sampling and Area or cluster sampling, in the research for data collection. A sample of 100 has been selected. The sample constitutes of corporate employees. The sample for this research is focused on the industrial belt of Gurgaon-Delhi-Meerut. Individuals who are active employees in the corporate sector and in the age range of 20-60 years have been included. The scales used were Scale for Perceived Fairness of Job Appraisal and the JSS. Statistical tools used were SPSS has been used for statistical analysis on the data that was collected. A T-test (two-tailed, independent) analysis was run to study gender differences and age differences. A Pearson correlation test was run to study the correlation between the two variables and regression analysis used to determine significance.

For the first hypothesis, Pearson correlation was used. The correlation coefficient between perceived fairness and job satisfaction was 0.795 significant to <0.001 . A regression analysis gave $R^2 = 0.632$ and sig. F change <0.001 . The correlation is strong. R^2 of 0.632 indicates that 63% of all points were explained. Significance of <0.001 indicates extremely low random chance.

For the second hypothesis, Pearson correlation was used. Employees who were older than 36 showed a correlation coefficient of 0.828 between perceived fairness and job satisfaction. Employees who were younger than age 36 showed a correlation coefficient of 0.757. A T-test analysis gave a t-score of 0.897 for PFPA and 1.128 for Job Satisfaction and a significance of 0.475 for PFPA and 0.262 for job satisfaction was found. The correlation is strong in both cases but higher in employees older than 36 years of age. Significance for both PFPA and Job satisfaction is low which indicates fairly low uncertainty when rejecting the null hypothesis.

For the third hypothesis, Pearson correlation was used. Male employees showed a correlation coefficient between perceived fairness and job satisfaction of 0.775 and female employees showed a correlation of 0.819. A T-test analysis gave a t-score of 0.633 for PFPA and 0.640 for Job Satisfaction and a significance of 0.528 for PFPA and 0.523 for job satisfaction was found. The correlation is very strong for male employees and strong for female employees. Significance for both PFPA and Job satisfaction is moderate which indicates moderate uncertainty when rejecting null hypothesis.

VI. CONCLUSION

The first objective was to study the correlation between perceived fairness of performance appraisal and job satisfaction in employees. The hypothesis stated that increased perceived fairness of performance appraisal will lead to a higher level of job satisfaction. The correlation coefficient between perceived fairness and job satisfaction was 0.795 significant to <0.001 . A regression analysis gave $R^2 = 0.632$ and sig. F change <0.001 . The results indicate that there is a strong significant relationship between PFPA and Job satisfaction. This means that in an overall population an increase in Perceived fairness of Performance Appraisal will lead to an increased level of Job Satisfaction. Therefore this hypothesis is proven.

The second objective was to study the difference in correlation between perceived fairness of performance appraisal and job satisfaction in employees above the age of 36 against employees below the age of 36. The hypothesis stated that correlation between perceived fairness of performance appraisal and level of job satisfaction will be relatively stronger in the age group of 36 and above. T-scores were 0.897 for PFPA and 1.128 for Job satisfaction which indicate that there is a significant difference in correlations. The correlation was higher in employees older than 36 years of age. Therefore the hypothesis is proven.

The third objective was to study gender differences in the correlation between perceived fairness of performance appraisal and job satisfaction in employees and the third hypothesis stated that the correlation between perceived fairness of performance appraisal and job satisfaction will be higher in females. T-scores were 0.633 for PFPA and 0.640 for Job satisfaction which indicate that there is a significant difference in correlations. The correlation was higher in female employees. Therefore this hypothesis is proven.

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ANNEXURE

JSS-2

Some statements are written below. Read every statement carefully and see that you agree or disagree with it. For your convenience six answers are given with every statement.

Disagree very much
Disagree moderately
Disagree slightly
Agree slightly
Agree moderately
Agree very much

Read each statement carefully and answer according to your opinion. Answering of each statement is necessary.

1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organization.	1	2	3	4	5	6
10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6

7	Raters share a common conceptualisation of the performance standards.	1	2	3	4	5
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PART 2.2

1	The performance appraisal process results in a clear and unbiased appraisal.	1	2	3	4	5
2	The performance appraisal process results in better communication between myself and my supervisor.	1	2	3	4	5
3	The best workers receive the highest evaluation scores.	1	2	3	4	5
4	The performance appraisal is well designed and leads to better performance and work quality.	1	2	3	4	5

PART 2.3

1	My supervisor possesses adequate knowledge and training to properly implement my performance evaluation.	1	2	3	4	5
2	My supervisor utilizes the evaluation system to assess my performance objectively and without bias.	1	2	3	4	5
3	If I have problems with my performance evaluation I can communicate my concerns openly to my supervisor.	1	2	3	4	5
4	My supervisor will be ethical in how he/she scores my performance.	1	2	3	4	5
5	I know the standards used to evaluate my performance.	1	2	3	4	5
6	My supervisor takes the performance appraisal procedure seriously.	1	2	3	4	5
7	I feel treated fairly during the performance appraisal process.	1	2	3	4	5

PART 2.4

1	My supervisor clearly expresses goals and assignments.	1	2	3	4	5
2	The goals developed for my performance period are meaningful measures.	1	2	3	4	5
3	I accept the goals I have been assigned.	1	2	3	4	5
4	I agree that the performance goals set up for me are reasonable.	1	2	3	4	5
5	I am determined to achieve my performance goals.	1	2	3	4	5
6	It is clear to me which course of action I need to take in order to accomplish my performance goals.	1	2	3	4	5
7	My supervisor allows me to help choose the goals that I am to achieve.	1	2	3	4	5
8	Goal-setting gives me a broader picture of the work unit and the organisations objectives.	1	2	3	4	5

PART 2.5

1	The performance feedback I receive is helpful in improving my on-the job performance and in attaining my goals.	1	2	3	4	5
2	I receive regular and timely performance feedback beside the annual performance review.	1	2	3	4	5
3	The information provided by my supervisor during my performance feedback is sufficiently lucid.	1	2	3	4	5
4	The information provided by my supervisor during my performance feedback is sufficiently detailed.	1	2	3	4	5
5	I am satisfied with my performance feedback.	1	2	3	4	5
6	Throughout my performance feedback I feel that I have the possibility to discuss work-related issues with the supervisor.	1	2	3	4	5
7	Level of involvement in my performance evaluation is adequate.	1	2	3	4	5

PART 2.6

1	There is a clear, direct and compelling linkage between performance and pay in the performance appraisal system.	1	2	3	4	5
2	The forming of a global evaluation is clear and valid.	1	2	3	4	5
3	There is a clear and reasonable process established for grieving both evaluation and performance-based pay results.	1	2	3	4	5
4	I believe the amount of performance-based pay I can earn through high evaluation ratings will make a noticeable difference in my future performance.	1	2	3	4	5
5	Performance-based pay based on performance ratings is the most effective method for motivating employees to improve/sustain performance.	1	2	3	4	5

PART 2.7

1	I would be willing to participate in developing a new performance appraisal system.	1	2	3	4	5
2	Participation of employees in the development of performance standards leads to a better performance appraisal instrument.	1	2	3	4	5
3	I would prefer my performance to be evaluated by an instrument developed and designed with the help of employees.	1	2	3	4	5

PART 2.8

1	I would prefer my performance to be evaluated additionally by my colleagues because they have relevant performance information and insight.	1	2	3	4	5
2	I would like to give my supervisor feedback on his/her performance.	1	2	3	4	5
3	Appraising my own performance would enhance my awareness of my performance.	1	2	3	4	5
4	Being appraised by several sources (supervisor, peers, customers etc) would enhance the accuracy of performance appraisals.	1	2	3	4	5
5	Being appraised by several sources (supervisor, peers, customers etc) would provide me with valuable information about different important aspects of my performance.	1	2	3	4	5

Research Consent Form

You are invited to participate in a research study conducted by **Anshuman Dixit** at **Amity Institute of Psychology and Applied Sciences**. Before deciding whether to participate, it is important that you understand why the research is being done and what your participation will involve. Please take the time to read the following information carefully. Feel free to ask any questions about the study before deciding to participate.

The purpose of this research study is to assess the effect of perceived fairness of performance appraisal on job satisfaction in employees.

If you agree to participate, you will be asked to answer a few questions pertaining to the topic. The estimated duration of your participation will be 15-20 minutes.

Any information collected during the course of this study will be kept strictly confidential. Your responses will be anonymized and stored securely. Only the research team will have access to the data.

Participation in this study is entirely voluntary. You may refuse to participate or withdraw from the study at any time.

If you have any questions about the study or your rights as a participant, please contact:

Anshuman Dixit

anshumandixit001@gmail.com

Consent:

I have read the information provided above, and I voluntarily agree to participate in this research study. I understand that I am free to withdraw at any time without penalty.

Participant's Signature: _____

Date:

Demographic details:

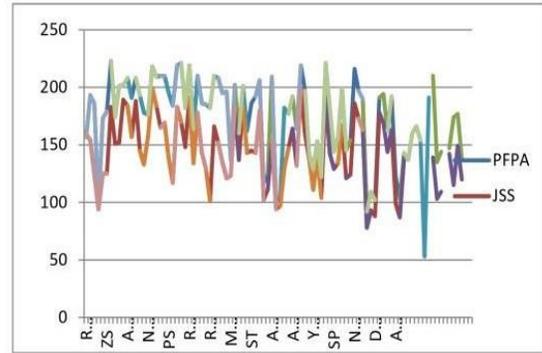
Participant's Name: _____

Age: ____

Educational qualification: _

Gender: _

Name	Gender	Age	PFPA	JSS	PFPA	JSS	PFPA	JSS	PFPA	JSS	AvgPFPA	172.6667	AvgJSS	141.7071	Pearson	0.794808
RM	F	24	157	159	157	159			157	159	above 36	175.6667	above 36	145.1961	above 36	0.828023
TG	F	26	193	154	193	154			193	154	below 36	169.4792	below 36	138	below 36	0.756917
Sr	F	24	186	124	186	124			186	124	Male	174.94	Male	143.54	Male	0.775004
SF	F	27	97	94	97	94			97	94	Female	170.3469	Female	139.8367	Female	0.818991
SD	F	32	173	125	173	125			173	125						
ZS	F	25	179	125	179	125			179	125						
LK	M	36	223	183			223	183			223	183				
MM	F	40	174	151	174	151					174	151				
SP	M	60	201	152			201	152			201	152				
Vt	F	45	202	189	202	189					202	189				
AS	M	37	208	184			208	184			208	184				
MU	M	32	191	157			191	157	191	157						
RS	F	39	208	188	208	188					208	188				
MK	M	39	193	145			193	145			193	145				
SS	M	33	178	133			178	133	178	133						
NP	M	50	176	157			176	157			176	157				
DS	M	41	218	199			218	199			218	199				
RKS	M	36	209	184			209	184			209	184				
UC	F	32	210	165	210	165					210	165				
PAN	M	24	210	169			210	169	210	169						
PS	M	45	195	138			195	138			195	138				
LS	M	30	184	117			184	117	184	117						
PK	M	27	219	183			219	183	219	183						
MK	M	40	221	170			221	170			221	170				
NA	F	49	182	148	182	148					182	148				
RS	M	41	219	191			219	191			219	191				
SC	M	43	164	134			164	134			164	134				
GS	M	32	210	178			210	178	210	178						
DG	M	35	186	143			186	143	186	143						
PK	M	25	185	129			185	129	185	129						
RS	M	51	182	101			182	101			182	101				
HK	F	46	210	166	210	166					210	166				
KN	M	35	208	152			208	152	208	152						



RN	F	26	195	135	195	135		195	135
NK	F	26	196	121	196	121		196	121
MP	M	24	137	123		137	123	137	123
AN	F	28	202	182	202	182		202	182
NP	F	36	160	137	160	137		160	137
PA	M	37	201	184		201	184	201	184
AB	M	35	162	143		162	143	162	143
ST	F	48	186	145	186	145		186	145
PS	M	35	192	143		192	143	192	143
AS	F	25	206	180	206	180		206	180
GC	M	28	117	102		117	102	117	102
PS	F	39	124	111	124	111		124	111
AP	F	25	209	154	209	154		209	154
MC	F	32	101	94	101	94		101	94
FQ	M	38	105	97		105	97	105	97
PC	M	21	182	130		182	130	182	130
AK	M	42	177	147		177	147	177	147
AS	F	46	192	164	192	164		192	164
EA	F	32	164	132	164	132		164	132
BS	M	26	219	198		219	198	219	198
SS	F	44	197	159	197	159		197	159
AD	M	37	142	138		142	138	142	138
YA	M	60	129	111		129	111	129	111
PJ	M	52	153	139		153	139	153	139
PA	M	37	122	104		122	104	122	104
MS	F	53	221	192	221	192		221	192
PS	F	41	182	143	182	143		182	143
SP	F	36	144	129	144	129		144	129
BD	M	48	156	134		156	134	156	134
DN	M	36	199	167		199	167	199	167
AP	F	40	145	121	145	121		145	121
HV	F	32	154	124	154	124		154	124
NC	M	44	216	186		216	186	216	186
SD	F	28	197	173	197	173		197	173

SP	F	27	190	163	190	163		190	163
NF	F	49	92	78	92	78		92	78
JK	F	53	109	93	109	93		109	93
DA	M	36	102	88		102	88	102	88
SS	F	28	191	178	191	178		191	178
JJ	F	34	194	169	194	169		194	169
MC	F	36	162	144	162	144		162	144
SS	F	23	192	163	192	163		192	163
AC	M	21	122	99		122	99	122	99
LT	F	23	103	87	103	87		103	87
DD	F	26	143	139	143	139		143	139
HD	M	45	137	133		137	133	137	133
OS	M	48	160	130		160	130	160	130
AG	M	40	166	124		166	124	166	124
SK	M	37	154	125		154	125	154	125
PV	M	34	53	115		53	115	53	115
VR	M	31	191	134		191	134	191	134
VJK	F	37	210	139	210	139		210	139
SW	F	25	135	103	135	103		135	103
UI	F	25	144	109	144	109		144	109
MHK	M	40	229	124		229	124	229	124
Fh	F	32	147	142	147	142		147	142
MZ	F	27	174	115	174	115		174	115
SZ	F	27	177	149	177	149		177	149
Mb	F	28	138	120	138	120		138	120
SG	M	22	141	134		141	134	141	134
Ta	F	23	145	147	145	147		145	147
Mq	F	20	156	99	156	99		156	99
Fr	M	25	135	120		135	120	135	120
NH	F	65	199	131	199	131		199	131
JK	M	40	183	140		183	140	183	140
VK	M	40	185	166		185	166	185	166
KV	F	27	173	142	173	142		173	142