Effects of Perception of Performance Appraisal Politics on Organizational Commitment and Job Satisfaction in Food and Beverage Industry in North Cyprus

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ABSTRACT

Evidence suggests that performance evaluations are often inaccurate and manipulated for the sake of political purposes, thus affecting employee attitudes and behaviors. This study examines the effects of employee perception of political motive in performance appraisals and how it influences organizational commitment and job satisfaction.

The researcher developed a model to test the effectiveness of the performance appraisal system on subjects who work in the food and beverage industry at restaurants and hotels in North Cyprus. Ninety-two employees of various ages, backgrounds and genders were sampled. A 33-question survey was divided into four parts: measures of perception of performance appraisal, organizational commitment, job satisfaction and demographic.

Correlation and regression were used to test the hypotheses. The results indicated that when employees perceived manipulation of performance approval ratings in order to motivate subordinates, organizational commitment increased but job satisfaction was not affected. Furthermore, when employees perceived manipulation of performance appraisal ratings to punish subordinates, their organizational commitment and job satisfaction both decreased. Therefore, this study recommends managers increase positive performance appraisal ratings and decrease political manipulations in their organizations. In addition, managers should reduce personal bias and consider changing and improving ratings instruments. The final section will discuss limitations and directions for future studies.

ÖZ

Performans değerlendirmenin sıklıkla hatalı ve siyasi amaçlarlara manipule edildiği konusunda bulgular vardır (ref). Ancak performans değerlendirme sonuçlarının çalışanların tutum ve davranışlarını etkiemektedir.

Çalışma performans değerleme sistemlerinin çalışanlar tarafından nasıl algılandığını ve bu algının iş tatmini ve bağlılığı nasıl etkilediğini incelemeketdir. Kuzey Kıbrısta faaliyet gösteren restoran ve otellere çalışan 92 kişiden 33 soruluk bir anketi cevaplamaları istenmiştir. Anket formu demografik bilgiler performans değerleme ile ilgili algılar iş tatmini ve örgütsel bağlılık ile ilgili 4 kısımdan oluşmaktaydır.

Hipotezler korelasyon ve regrasyon analizleri ile test edilmiştir ve sonuçlar çalışanların performans değerleme sisteminin onları motive etmek için manipüle edildiğine inandığında (örneğin kimseyi kırmamak için herkese yüksek değerleme verilmesi) çalışanların bağlılığının arttığını ancak iş tatmininin değişmediğini göstermektedir. Ancak çalışanlar performans değerlemnin çalışanları cezalandırmak için kullanılmasının çalışanların hem iş tatmini hem de bağlılığını olumsuz etkilediğini görüyoruz.

Çalışma yöneticilerin performans yönetiminin nasıl algılandığının etkilerini anlamalarını ve özellikle kişisel önyargı ve yanlılıktan uzak daha objektif değerlendirmeler yapmalarını önermektedir.

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I dedicate this study to all of you as an indication of your significance in this study, as well as in my life.

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Chapter 1

INTRODUCTION

1.1 Philosophy of the Research

Organizational commitment and job satisfaction are the two main, and most debated, topics in human resource management studies. Commitment and performance appraisal concepts receive more attention in the fields of human resource management (Byrne, Taxman, & Hummer, 2006). Many of the associated factors used to analyze employee job satisfaction and level of commitment to an organization show several possible job related behaviors and consequences (Camp, 1994). Anticipated lower job satisfaction leads to undesirable results, such as withdrawing from work to pursue personal tasks rather than accomplishing work goals, which creates negative feedback from management and employers (Camp, 1994). In addition to negative reactions from employers, other consequences from low job satisfaction are early retirement, higher level of job turnover and decreased participation in company tasks (Camp, 1994).

Job satisfaction directly relates to meeting the employee's values in the workplace and the individual's response to their working environment (Lambert, 2004). It also characterizes personal evaluation of the job compared with expectations of the job (Tewksburry & Higgins, 2006). Barton and Hogan (1999, p. 97) define job satisfaction as "fulfillment of employees needs which are related to their work."

In many studies, job satisfaction and performance appraisal are measured by various indicators, such as salary, supervisors, promotions and coworkers (Budiman, Anantadjaya, & Prasetyawati, 2014). These complex indicators for commitment and job satisfaction have their own strengths and weaknesses (such as assigning new job positions to a coworker and the employee's perception that he or she deserve more) and different aspects of performance appraisal help identify problems within the organization itself. Many employees will point out whether or not they are pleased with their work place environment, pay or supervisor which then will lead to unexpected outcomes of decreasing the employee's satisfaction (Lovrich, 2002).

1.2 Purpose of the Study

In North Cyprus, business managers and owners often do not consider performance appraisals to gage current working conditions and employee job satisfaction. The need to study and understand this topic is crucial for businesses to achieve maximum performance from their employees. Insufficient attention to employees' needs and complaints result in less commitment to the company and decreased performance, leading to disastrous consequences for the company. This is a major problem that managers face resulting in great numbers of labor turnover.

Performance appraisal procedures enable managers to identify employees who work better and harder, then encourage and motivate them further. This, in turn, improves employee satisfaction and performance leading to more organization productivity and increased product value or service quality. As Heskett et al. (1994) and Schlesinger (1997) suggest, "Satisfied and motivated employees will lead to having satisfied customers who tend to purchase more therefore, increasing revenue and profit of the organization".

Sturman and Raab (2010) discovered that individuals might become more satisfied after recognition of their high performance. Managers, with the help of performance appraisals, could identify the hardest working employees and acknowledge their achievements. Scotts (1999) focused on performance appraisal methods in which a common aim or goal is achieved by setting agreed upon objectives between management and employees, especially at the lower organizational level. The outcome of the study was that cooperation between managers and employees can lead to increasing satisfaction on both sides.

Many researchers believe that intense global competition between companies motivates managers to invest in their human resource management systems to compete in the market. Along the same lines, helping managers understand the importance of human resource management is crucial to increasing employee performance and improving organizational outcomes and success rates (Beletskiy, 2011). The main goal is to understand the effectiveness of motivation motive and punishment motive in performance appraisal ratings on employee job satisfaction and organizational commitment.

1.3 Significance of Study

This study is unique from others as it focuses on the food and beverage industry in North Cyprus. There is no similar study on performance appraisal in this region. The main objective is to develop a model to examine performance appraisal effects on employee's organizational commitment and job satisfaction by measuring motivational and punishment motives. This thesis includes many contributions to the fields of organizational commitment and job satisfaction.

1.4 Methodology of Study

Quantitative research method is utilized for the main purpose of this thesis. A survey questionnaire is designed to focus on the effects of motivational and punishment motive on employee's job satisfaction and organizational commitment which explained in detail in the literature review. The sample target is restaurant employees and managers in North Cyprus. A sampling method of continuance will be used and representation of the potential sample is high (92 is the main target number). Scaling is based on Likert with a five-item range from strongly disagrees to strongly agrees. Also, the latest and final version of Statistical Package for the Social Sciences (SPSS) is used for analysis of statistical data and further interpretation (Hyde, 2000).

1.5 Outlines and Organization of Study

The thesis is divided into six chapters. Chapter 1 is an introduction of the main topic, which includes a brief explanation of the problem, significant study, methodology of study and an outline of the research. In Chapter 2, the literature review, general indicators and items of the thesis, along with history of studies in organizational commitment, job satisfaction and performance appraisal politics are explained and their relationships stated, preparing the readers for next sections of the study. Chapter 3 explains the development of the main hypothesis of the study. Chapter 4 discusses methodology and includes research methods used, as well as methods of data collection and analysis types. In Chapter 5, findings of data analysis and a detailed explanation of hypothesis results are presented. The final chapter discusses the results and limitations of the study, in addition to explaining managerial and policy implications and ideas for future research based on these findings.

Chapter 2

LITERATURE REVIEW

2.1 Background and Definition of Organizational Commitment

Organizational commitment refers to an emotional attachment. Employee beliefs and values regarding their job and role in the organization measure their organizational commitment (Swailes, 2002). It is defined as a willingness to participate and contribute to the goals of organization. The level of employee understanding and their commitment level in operations will be higher with strong supervision from their current employers (Okpara, 2004).

For solid job satisfaction and job commitment, an effective set of strategies should be implemented to motivate employees to be committed to their jobs and to meet both employees and employers expectations (Tella, Ayeni, Popoola, 2007). Maxwell and Steele (2003) believe organizations must concern themselves with the interest of employees

There are many differences between public organizations and private business institutions objectives and priorities. In this era of increased communication and technology, private businesses show a central focus on administration and central planning, but these crucial aspects have not received enough attention in public organizations and human resource management. The planning and administration need to bring into the light further than its current state.

Public organizations have maintained their traditional methods, but to stay competitive they must inevitably develop a cultural atmosphere that can satisfy their employees as well as their customers. To develop such a climate it is necessary to link the organizational commitment with job satisfaction.

Studying employee's behavior patterns has highlighted several variables that either support or weaken the performance of the individual workforce. This is proven to be true in the focus on human resource management's quality as the utmost important factor in contributing to organizational success and goal outcome (Pohlman & Gardiner, 2000). Both organizational commitment and job satisfaction are studied significantly in human resource management literature throughout the last few decades (Bodla & Danish, 2009).

Emphasizing efficiency of services and effectiveness of workers is crucial for global competiveness. High performance throughout the organization requires commitment by everyone, from employees to senior management, who realize their goals and the objectives of their organization are achieved by committed employees in their workforce (Riketta, 2005).

Other researchers claim organizational commitment and behavior are related in both productivity and outcome (Cullen , Parboteeah, Victor 2003). In many cases, willingness to work harder will increase productivity if the moral is high throughout the organization (Riketta, 2005). Also being more determined and more seriousness to work leads to low level of turnover individual intentions among the employees (Samad, 2006).

2.1.1 Types of Commitment

There are several models of commitment proposed throughout the 1980s and 1990s such as multidimensionality, attitude-behavior and member-based models (Meyer Bodoocel, Allen, 1991; Joolideh & Yeshodhara, 2009). This model breaks down into three main components: affective, continuance and normative (Gunlu et al., 2010).

- Affective commitment is the employee's psychological attachment to an organization.

- Continuance commitment is the many costs to the employee of exiting an organization.

- Normative commitment is the employee's feeling of obligation to continue a commitment to an organization (Tella et al., 2007).

2.2 Background and Definition of Job Satisfaction

In the competitive atmosphere of today's market, job satisfaction is a key topic (Akpofure, grace, Israel, Okokoyo, 2006). The existing relationship between individuals and their work has been the subject of much research. The majority of a person's life is spent at work. Additionally, working is a social part of human life, providing satisfaction and status to people in the society and binding them in social life. It makes sense that satisfied employees will do their jobs well and be highly committed. Therefore, it is important to understand the factors that affect employee levels of job satisfaction and how that affects the organization's overall performance.

Job satisfaction is defined as the positive feeling and attitude of participating employees in relation to their current job based on components such as condition of the workplace, general environment, rewards and their connections to fellow colleagues (Kim, 2005; Glisson & Durick, 1988) and sometime results from the

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characteristic's evaluation of the job (Robbins and Judge, 2009). An individual with a high level of satisfaction has a positive feeling about his/her job; on the other hand, an unsatisfied individual has negative feelings about his/her job and the resulting experience (Locke, 1976). People develop increased positive attitudes when they attain job satisfaction (Jain, Jabin, Mishra, gupta, 2007).

The theory of job satisfaction as defined by Herzberg et al. (1959) suggests that employees have two basic needs, hygiene and motivation. If employees are satisfied with achieving certain hygienic conditions, such as salaries, working conditions, supervision and/or benefits, then they will be motivated to work harder thus reaping further rewards and ultimately obtaining job satisfaction. The probability of dissatisfaction correlates to employment situations where those hygiene factors do not exist. However, reaching hygienic needs does not mean that full satisfaction has been achieved, only that the level of dissatisfaction has been lowered (Furnham et al., 2002). Herzberg believed that two categories of intrinsic/extrinsic factors, along with job satisfaction and dissatisfaction and job achievements, affects both the satisfied and dissatisfied employees (Samad et al., 2007).

Other theorists such as Locke (1969) define job satisfaction as a positive emotional state that results from managerial appraisal of employee's achieving the goals and values of the job (Schwepker & Good, 1999). In contrast, job dissatisfaction is described as a non-pleasurable and negative emotional state resulting from appraisal of an employee's job that ends in frustration and blocks the ability to reach the goals and values. Job satisfaction is very important to all organizations. Nearly all employers want to know the satisfaction level of their employees and their subordinates.

Commitment and job satisfaction are both close variables and factors to one another (Lok & Crawford, 2001). Job satisfaction is defined by Ivancevich, Matteson and Spector (1997) as the employee's attitudes toward their jobs. The perception of jobs and the level of answer to question of whether they are in good relation with their corporation or organizations is the main explanation for job satisfaction of employees.

Job satisfaction combines many factors of the work state, such as achieving positive work values, enhanced job performance, high levels of motivation, burnout and turnover. Managers should focus their attention on the level of job satisfaction and there should be a combination of both factors of employee's goals and manager's objective (Spector et al., 2003).

Maslow's Hierarchy of Needs postulates that individual's needs are never truly satisfied and they always strive for more. When some needs are fulfilled, other needs begin to surface. Therefore, managers should concern themselves with several different levels of need satisfaction on their workforce and aim to fulfill those needs to reach higher satisfaction levels (Spector et al., 2003).

This theory describes the hierarchy of five levels of human need that can also be applied to employees. These levels are listed from basic to higher levels.

- Physiology
- Safety
- Belonging
- Esteem
- Self-actualization

The base of the hierarchy consists of basic physical needs, including water, food, air and immunity from diseases. Overall, these needs are achieved by personnel and employees of organization. After basic needs are met, security is taken into consideration. Security consists of shelter, safety and stability of humans. Within the organizational environment, employees request job security to maintain a steady focus on their work. At the third level, belonging consists of social interaction, acceptance and a feeling of unity in the work place among colleagues. The fourth level is esteem or ego, which includes the confidence level of employees and their will to reach organizations goals followed by the most evolved level called self-actualization of employees to show their real potential in their work.

However, consequences exist if an individual likes or dislikes their job (Robbins & Judge, 2009). Two phase of active-constructive and passive-destructive are present in behavior dimensions. Also, four outcomes will results from these behaviors, which are loyalty, exit, voice and neglect that are explained in the following paragraph.

Destructive behavior includes neglect and exit. In contrast, loyalty and voice are the main components of constructive behavior. Constructive elements are active behaviors that individuals use to try to improve their performance. Destructive behaviors can also have active responses, such as exit, which means to quit the company. Passive behaviors like neglect are a series of behaviors that lead to reducing productivity. Destructive behavior is a series of reflection actions with the ultimate result of the employee quitting the job (Robbins & Judge, 2009).

Overall job satisfaction describes the positive effect and evaluation of an organization's workforce results from appraisal of the job (Linz, 2003). Lock (1969) presented a set of descriptive dimensions that represent job satisfaction.

- Condition of work place

- Colleagues

- Job's pay

- Job's promotion

- Job itself

- Supervision

The job and its nature have a significant impact on the level of job satisfaction. The variety of challenges and skills that a job provides greatly contributes to job satisfaction (Eby et al., 1999). The pay or salary helps employees provide their basic and higher level needs for themselves and their families (Stajkovic & Luthans, 1998).

Many researchers dismiss the significance of a typical relationship between subordinates and supervisors, and instead emphasize increasing cooperation and support for each other which increases task effectiveness as well as employee job satisfaction (Ting, 1997). Promotions that may result from this effectiveness will lead to increased social standing and opportunities for employee growth (Giles-Corti et al., 2005). Colleagues and coworkers relationships will lead to the highest levels of satisfaction (Luddy, 2005).

2.3 Human Resource Management Role

According to the researchers, there are two main reasons why managers emphasize Human Resource Management (HRM). The first reason is close global competition.

Companies are developing and investing in HRM to be able to compete with their rivals. The other reason is that managers understand that with the help of HRM they can increase employee performance, and as a result, significantly improve the overall organizational outcomes and successes (Beletskiy, 2011; Arthur, 1994).

In today's business world, organizations are in an endless state of competition and the intensity increases annually. The need to continuously improve organizational performance has never been greater (Zerbe et al., 1998; Harel & Tzafrir, 1999). To compete, organizations must constantly improve their performance with the help of human resource departments and managers always on the lookout for ways to maximize the organization's strategic resources. Human Resource Systems (HRS) represent a largely untapped opportunity to improve firm performance (Delaney & Huselid, 1996; Becker & Gerhart, 1996). HRM activities such as training, employee participation, compensation, assignment of workers through a recruiting and selection process and an internal labor market have a positive correlation with a company's overall performance (Terpstra & Rozell, 1993; Bartel, 1994).

The connection between HRM and company performance has been debated in theory and practice over the last 10 years mostly by US scientific researchers and in some UK studies (Boselie et al., 2001). HRM activities could affect an organization's performance through improvement of employee quality, skills and motivation. Performance management is viewed as the key function in HRM success (Muczyk & Gable, 1987). For evaluating and improving performance, managers are encouraged to use a Performance Appraisal System (PAS) to benefit the organization and its employees. However, if the organization does not use PAS, it runs the risk of

negative staff performance, and consequently, organizational performance suffers in the forthcoming period (Wiese & Buckley, 1998).

Because of this, PAS is one of the most important topics in human resource practices and one of the most important research topics in work psychology (Kuvaas, 2006; Fletcher, 2002; Boswell et al., 2005; Judge & Ferris, 1993). The goal of PAS is to improve organizational performance and productivity by delivering feedback and assigning rewards to performance (Boswell & Boudreau, 2002; Rynes et al., 2004). With the help of PAS, managers can identify and help increase the efficiency of poorly performing employees while maintaining, or even boosting, those with higher performance ratings (Rynes et al., 2005; Bretz et al., 1992).

2.4 Definition of Performance Appraisal

Performance appraisal is described as the procedure of identification, measurement, observation and development of personnel performance in an organization (Carroll & Schneier, 1982). There are several vital factors necessary for a high quality appraisal process. The identification indicator organizes the process of the appraisal to the appropriate levels of expectations. These indicators include performance related values, as well as other non- or semi-related characteristics of performance. The observation segment requires supervisors maintain frequent examination of indicated characteristics. The measuring tool translates standard observation ratings to a judgment rating for the supervisor. The translation of components has to be applicable and comparable for all raters in the organization. In the development section, the focus of the performance appraisal is not just an evaluation of an employee's past, but also includes future results and impending improvement. This method suggests that with a much more comprehensive appraisal process, personnel

performance increases and leads to improved employee motivation.

Performance appraisals should identify work place improvement as well as potential training needs, acceptance of future goals, support of job development and solving the current organizationally related problems. The process of performance appraisal is a section of performance management systems. The label "performance management" was first used in 1970s, but not entirely understood as a process until the end of 1980s. It is best described as an integrated and strategic approach for leading an organizational accomplishment by increasing the efficiency of teams and individuals (Dechev, 2010).

2.5 Performance Appraisal History

The historical background of performance appraisal is short but very important. Grint (1993) found existence of performance appraisal systems in 3rd century China. Imperial evaluators were ordered by emperors of the Wei dynasty to rate and evaluate the performance of official family members (Wiese & Buckley, 1998).

Evidence also exists of performance appraisals from as early as 1800 at the beginning of the Industrial Revolution. Randell (1994) explained the use of performance appraisal in "silent monitors" invented by Robert Owen who was a social reformer and one of the founders of utopian socialism and the cooperative movement for Scotland's cotton factories. In those mills, silent monitors consisted of blocks made of wood with several color figures painted on each side that were visible and hung above the workstations of each employee. After the working hours, the wooden block turned to show a specific color related to a grading letter that rated

the employee's performance and was visible to everyone. Weise and Buckley (1998) conclude that this system changed employee behavior.

In the United States US, performance analysis was seen as early as 1813 in the War Department where a specific US army general which his name remained classified, would submit a series of performance evaluations for each of the men under his command. He established a global rating system used with additional information such as "good-natured" or "despised by all other soldiers" (Bellows & Estep, 1954; Weis & Buckley, 1998). Performance appraisal was further developed in the US by psychologists of industrial science at Carnegie Mellon University who used a method of psychology to develop a rating system based on man-to-man traits for hiring sales representatives (Scott et al., 1941).

Throughout modern history, performance appraisals have provided valuable administrative decisions regarding discharge, retention, promotion and payment and salary (DeVries et al., 1981; Murphy & Cleveland, 1995; Patten, 1977. Weise and Buckley (1998) also pointed out that in the early 1950s, nearly 61% of all organizations used performance appraisals regularly, compared to only 15% at the end of World War II (Spriegel, 1962; Weise & Buckley, 1998). The main criteria of the system was trait-rating focused primarily on past actions paired with a standard numerical scoring system and already established dimensions to appraise employees (DeVries et al., 1981).

While trait rating was the primary tool, it created many problems within the system. For instance, managers became judges, not leaders or mentors. This problem led to

the development of new methods and systems based on Management by Objective (MBO).

Drucker (1954) first proposed the management by objective approach. Then Douglas McGregor furthered the concept in the 1957. He suggested that appraisals should be based on short-term aims and not employee traits (Weise & Buckley, 1998). This model is more effective since it changes the manager's role from judge to helper. Also, it presents the employee with productivity parameters that have ultimate end dates for performance. It changes the direction of expectations to future endeavors rather than past actions (DeVries et al., 1981; Patten, 1977).

If an employee's performance is measured in units, then MBO is considered ineffective. The development of a new method in appraisal evaluation changes to a system based on behaviors. Smith and Kendall (1963) created this new tool called Behaviorally Anchored Rating Scales (BARS).

Clearly, appraisal methods have changed drastically through the years and the usefulness of each method in creating new performance appraisal techniques was evident at every stage. Today, performance appraisals are used to serve several methods at the same time and distinguishing the goals of the rater, the organization and the employee are uniquely important (Weise and Buckley, 1998). Performance appraisals should be considered a crucial method to distinguish an employee's work potential rather than to choose the best worker.

2.6 Performance Appraisal Purpose

The primary aim of performance appraisal is to increase the quality of employee performance. It has two basic purposes from the organizational viewpoint: (1)

maintaining control of the organization, and (2) efficiently utilizing human resources in the organization (Cummings & Shwab, 1973). Appraisals should benefit the employee as well as the organization. For instance, based on appraisal results, the company should help employees make decisions regarding their current place in the workforce and develop new strategies for success, rather than concerning the needs of the organization alone (Weise & Buckley, 1998).

Additionally, appraisals serve to improve employee morale and motivation, identify expectations and clarify performance procedures, determine employee rewards and disciplinary actions, investigate new development and training methods, communicate improvement areas, promote selected employees, manage corporate growth and determine corporate goals and action plans (Bratoon & Gold, 2003; Bowles & Coats, 1993).

Armstrong and Baron (2006) described an increase in firmer and tougher appraisals moving away from developmental and less complex approaches. Because of this, performance appraisals changed direction from job planning and determining future benefits, to valuing performance and rewards (Redman & Wilkinson, 2001).

Performance appraisals can be used to increase employee job performance by determining an individual's strengths and weaknesses, explaining how the strengths can be used to benefit the organization and how to eliminate their weakness over time.

2.7 Performance Appraisal Perception within Organization

The perception of performance appraisals can influence employees either positively or negatively. Positive feedback can inspire employees who have lost interest or motivation to work harder.

The previous sections explain the main purpose of performance analysis, but the perception or understanding of a performance appraisal has not been considered, and in many cases, this knowledge is crucial for employees and managers of an organization. If an employee does not understand his/her appraisal, it may lead to unnecessary distress. Employees generally receive a level of expectation from an organization, and after hiring, need some feedback on growth and potential reward. Receiving a negative rating and not understanding the cause of it will gradually damage morale and lead to a loss of interest in the organization. This results in a change of attitude, which makes things worse for both the employee and the organization. A loss of motivation to reach company objectives ultimately ends with a change in behavior in both job satisfaction and organizational conduct.

2.8 Effects of Performance Appraisal on Employee Attitudes and Behaviors

Evaluating the performance of an organization's workforce is extremely significant to determining organizational outcome (Robida et al., 1997). Many researchers agree that in judging performance, procedural and distributive justice play a crucial role (Arif et al., 2011). The procedural process is the employee perception of the procedures used to evaluate work performance. This process is acceptable when the reward system is fair or distributive (Colquitt et al., 2002).

Further literature explains that these performance appraisal terms in human resource management are predictive of worker roles, attitudes and commitment to an organization (Salleh et al., 2013).

With the nature of politics in performance appraisal, it is always critical to test the effects on employee behaviors and attitudes. Different perceptions of a situation and view of the rating system will affect behaviors and attitudes. Raters can manipulate a performance evaluation serving as the base for an appraisal, and employees with a personal bias toward the performance appraisal system can have decreased job satisfaction. Additionally, punishment motive in the system is directly related to employee turnover rates and satisfaction. Therefore, an employee perceiving a personal rating was swayed by a biased rating system can experience decreased job satisfaction.

Lowered job satisfaction often leads to leaving an organization, as most employees do not want to involve themselves in political movements. If employees believe their performance ratings are influenced by organizational politics rather than standard rating factors, they are likely to quit (Perrewe, 2000).

Performance appraisal is the main indicator for workers' behavioral and attitude changes (Hamil & Morrow, 2011). Performance appraisals commonly take place annually between workers and managers. In addition, there are several different relationships and styles in appraisal. Holding periodic assessments and reviews is a valuable trend in human resource management that allows for improving the dynamic discussion and countering the organizational objectives. There are six main purposes for performance appraisal:

- Reviewing employee performance to create a suitable reward formula.

- Discovering more work potential for present and future workers and their teams.

- Creating continuous plans for corporate replacement.

- Motivating employees to give feedback on goals, objectives and operations of the organization.

- Developing a worker-advising program that provides ideas for motivating the workforce.

- Developing tutorial and training programs through dialogue, information sharing and feedback.

The performance appraisal is used mainly for improve working performance and also administering salaries and wages in an organization. Using employee's feedback, identifying strengths and weaknesses, spotting supervisory strategies and roles will change the process of performance appraisals. Appraisals are also a roadmap to success for an organization by identifying and improving poor performance. In many cases, appraisals help to assess and fix a situation before a worker's contract needs to be terminated.

Appraisal methods and programs must develop carefully to help increase the positive efforts of workers and employees. Jackson et al. (2011) research identifies a gap due to the factors kept secret to only the rates between job performance and ratings. Sometimes evaluation terms and ratings can be vague, which often damages the relationships between managers and the workforce and can weaken the workers discipline and improvement.

The performance reward system of appraisal links job performance with additional payment. Managers attach a salary increase to accomplishment rather than length of employment. Additionally, sometimes salary increases are granted automatically to every employee at the same levels. In the performance reward system, supervisors and managers evaluate the performance of employees and consider recommendations. If any part of the process fails, better performing workers may not get raises which results in inequity.

In an organization's appraisal process, managers may manipulate systems and procedures to justify their own ideas of worker payments or salaries they want to pay from the company's budget. In this instance, employees distrust the appraisal, consider it false and believe every aspect is predetermined. To address these issues, managers might first conduct procedures of appraisals, then discuss the results with their workers. Companies that use human resource management teams improve the process by combining workers development and management into performance appraisals.

2.9 Definition of Motivational Motive and Punishment Motive Factors

Managers consider using the motivating politics in appraisal when they want to motivate their employees to work better and increase their work performance in organization. In order to do it, they often manipulate the rating results, giving higher rating results against the standard ones to their employees. Motivation factors which were introduced by Poon (2004) are described as for the purpose of having a positive atmosphere and relationship between their employees, they manipulate the performance appraisal results and reward them with higher ratings. Some managers

believe that by giving higher performance results they can avoid the negative backslash by their employees. The next is punishment factors motive which are sometimes implemented by managers who wants to manipulate the rating results to give those disliked and rebellious employees a lower performance rate to punish them and teach them a lesson.

Equity perceptions develop as a result of a subjective process. Different people may look at the same situation and perceive different levels of equity. In the Equity Theory which serves as the base model for the study, individuals are motivated by a sense of fairness in their interactions. However, their sense of fairness is a result of the social comparisons employees make. Specifically, they compare their inputs and outputs with someone else's ones. Employees perceive fairness if they believe that the input-to-output ratio they are bringing into the situation is similar to the input/output ratio of another compared person. Inputs are the contributions which are the person feels he or she is making to the environment. Outputs are the rewards that the person feels he or she is receiving from the situation.

Chapter 3

HYPOTHESIS DEVELOPMENT

3.1 Outcomes of Perceptions of Performance Appraisal Politics and Organization Commitment

Perception of performance appraisal is a prominent factor in influencing the attitudes of organizational behavior because employee behaviors are based on their perceptions of the organization's appraisal policies. Therefore, employee attitudes and behaviors are recognized according to their perception of the current situation but not the reality (Poon, 2004).

Equity Theory explains why the perception of a performance appraisal motive might influence job attitudes and behavioral intentions (Organizational Commitment, Intention to Quit and Organizational Citizenship Behavior) (Adams, 1960). In Equity Theory, employees often compare their level of inputs and contribution to the job with what they get as output from the organization. These comparisons obviously influence employee attitudes and behaviors. Most often, employees compare their outputs (salary, promotions and benefits) with their inputs (effort, performance, loyalty and commitment). Equity Theory explains that employees try to compare their inputs with outputs and if this equation is not equal, they will attempt to balance it. Therefore, if an organization uses performance appraisal as motivation and employees perceive that their performance evaluation will be determined by motivational purposes; in order to maximize rewards they will increase their input to

be equal to the organization's output. However, if an organization uses performance appraisal as punishment motivation and gives employees low ratings in order to teach them a lesson, the employees will perceive that this rating is not what they deserve and they will reduce their performance input and attitudes toward the organization to equal this equation level. Therefore, the following hypothesizes are presented:

H1. There is a positive relationship between perception of performance appraisal motivation and organizational commitment.

H2. There is a negative relationship between perception of performance appraisal punishment motives and organizational commitment.

3.2 Outcomes of Perceptions of Performance Appraisal Politics and Job Satisfaction

As the researcher discussed earlier in the study, Equity Theory is the employee perception of worker input versus output from the organization.

Equity Theory focuses on organizational justice and perceptions of justice which is based on is based in the idea that individuals are motivated by fairness, and if they identify inequities in the input/output ratios of themselves and their referent group, they will seek to adjust their input to reach their perceived equity. There are two key components of organizational justice: distributive justice and procedural justice (Cropanzano & Folger, 1991). From the performance appraisal perspective, distributive justice explains the employee perception of the evaluation results in fairness, whereas procedural justice explains how employees feel about the fairness of the evaluation process and their control over the outcome of the appraisal

(Greenberg, 1986). Accordingly, these two factors of fairness perception are important links to due process (Folger et al., 1992, Taylor et al., 1995).

Due process is rooted in procedural justice and the perception of fairness with judgments based on evidence. This means managers and raters must evaluate employees according to their input without being distracted by external factors or personal bias. However, if employees realize that they are evaluated with political considerations, they will change their job attitudes (Poon, 2004).

Justice perceptions are influenced by three elements: (a) outcome received from the organization, (b) procedure and quality of organizational practices, and (c) personalities and characteristics of the perceiver. Thus, the positive or negative response to these outcomes could influence employee perceptions and result in changes in attitude and behavior. Some studies suggest a strong correlation between procedural justice and job satisfaction (Ferris & Kacmar, 1992;Cobb & Frey, 1996;Cohen-Charash & Spector, 2001). Therefore, the following hypothesizes are presented:

   H3. There is a positive relationship between perception of performance appraisal motivational motives and Job Satisfaction.

   H4. There is a negative relationship between perception of performance appraisal punishment motives and Job Satisfaction.

Chapter 4

METHODOLOGY

This chapter presents the methods of information gathering used in this study. Deductive approach method and data collection procedures and investigations are examined.

4.1 Deductive Approach

This thesis used the reasoning (deductive) approach which is defined as implying theory to reliability of tests and the meaning of relationships (Hyde, 2000). In this approach, the construct of the study will be assessed and analyzed through the deduction of data. The study tests the effects of performance appraisal perceptions and its independent variables, such as motivational and punishment motives, and their corresponding methods in human resource management involving job satisfaction and organizational commitment.

Quantitative method is used to investigate the natural science and develop these studies through various research methods, including surveys and experiments (Benbasat, 1987).

4.2 Cross Sectional Method of Data Analysis

For gathering the required data for the study, cross sectional method was used. This method includes distributing the dependent and independent variables of the study simultaneously over a short period. The cross sectional methods aimed to evaluate the definitive effect of each variable on another throughout the same interval period.

4.3 Sample of the Study and Data Collection

The sample group for this study was North Cyprus restaurant and hotel's food and beverage section employees located in the Famagusta and in other regions of Turkish North Cyprus TRNC. A total of 120 questionnaires were distributed among employees and workers of different restaurants and hotels in these two cities in North Cyprus. Ninety-two of the questionnaires were completed, gathered and validated for the study.

4.4 Data Description and Measurement

The data was analyzed to understand the impact of motivational and punishment motives in performance appraisal politics on organizational commitment and job satisfaction. In this research, Pearson Correlation because of it measures the strength of the linear relationship between two variables and Multiple Linear Regression analyses were used to test the hypothesis relationships.

The questionnaire items were originally written in English. A university instructor translated the questionnaires into Turkish then translated them back to English and compared them to the original to ensure accuracy of the content. Participants rated each question on a five-point scale, ranging from 1 = "strongly disagree" to 5 = "strongly agree." A higher score indicates a higher level of agreement.

4.4.1 Perception of Appraisal Politics (PAP)

Politics impair the managerial system, especially regarding performance appraisals. Not only will it cause the credibility of the system to be questioned by stockholders, but it also negatively impacts employee morale and effectiveness in the organization. In organizational politics, an assessor might try to manipulate the results for their own benefits. However, sometimes management considers legitimate changes to

benefit the company's short-term goals, and coincidentally, these changes help their management system first but are doubted by the workforce. Regardless, these actions will surely hurt the reputation of the company.

As Bernardin (1986) explained, the perception of organizational politics can influence the accuracy and quality of the performance appraisal system. The purpose of organizational politics is to maintain or increase employee interest in the company goals. However, when job performance evaluators manipulate ratings for political purposes in their performance appraisal process the accuracy of the performance appraisal decreases and thus the job satisfaction and motivation decreases. Therefore, an efficient perception measurement is needed for appraising organizational politics (Longenecker et al., 1987).

Tizner, Latham and Price (1996) developed a Questionnaire of Political Consideration in Performance Appraisal (QPCPA). For measuring perception of appraisal politics in this study, the researcher will use the political considerations in performance appraisal. The original questionnaire included 30 items to evaluate the validation of perceived political considerations in performance appraisal.

However, Poon (2002) used only 15 items of this questionnaire, 14 of them aimed at measuring two main factors: motivational motive and personal bias/punishment motive. These items were chosen from the original questionnaire based on feedback from a group of organizational managers asked to identify the most suitable questions for the company. The selected items were answered by employees of the food and beverage industry in North Cyprus.

The first eight items of this questionnaire involve motivational motive and the intent to encourage the employee by providing a positive atmospheric workplace. A sample item from this section is "Managers in my organization avoid giving a low performance rating that may antagonize employees." The next six items of this questionnaire encompass personal bias/punishment motive and the ideas of organizational favors and punishment tactics. The sample item from this section is "Managers in my organization give low performance ratings to teach rebellious employees a lesson."

4.4.2 Organizational Commitment

To measure employee commitment, the study uses Allen and Meyer (1990) organizational commitment scale items, which include three components: Affective, Normative and Continuous Commitment. Each of these elements is scored separately or together in identifying the commitment level of employees within an organization.

For purposes of this study, only Affective Commitment Scale (ACS) will be used because the other two components are not related to the aim of this study. There are some doubts about the validity of the Continuance Commitment Scale (CCS) (Hackett et al., 1994). Allen and Mayer (1990) believe there is not enough evidence for using the Normative Commitment Scale (NSM) and need more confirmation before operating it. Affective Commitment Scale ACS can be used instead of the Organizational Commitment Questionnaire OCQ but the Continuance Commitment Scale CCS and NCS cannot be used as alternatives (DeLoria, 2001). A sample item of this measurement is "I would be very happy to spend the rest of my career with this organization."

4.4.3 Job Satisfaction

Job satisfaction has been investigated by researchers in many fields, including

sociology, psychology, management and economics. It is considered a very strong predictor of an individual's overall well-being (Diaz-Serrano & Cabral Vieira, 2005) as well as employee turnover intention (Gazioglu & Tansel, 2002).

There are many different types of tools for measuring job satisfaction. In this study, the researcher uses the job satisfaction scale by Brayfield and Rothe (1951) as an index of job fulfillment. This scale is a commonly used, multi-faceted measure of job satisfaction (Judge & Klinger, 2008). The scale consists of the five items, such as "I feel fairly satisfied with my present job" and "Most days, I am enthusiastic about my work" (Vieira, 2005).

Chapter 5

FINDINGS

In this chapter, results of the study include demographic information about the respondents, means, standard deviations, correlation matrix of the variables, and regression analysis.

5.1 Profile of Respondents

The sample includes 92 employees of the food and beverage industry in North Cyprus. The findings show that 63 respondents were male (68.5%) and 29 of them were female (31.5%). From these results, we can conclude male domination in this industry as restaurants are more likely to recruit male workers. This could be because this industry demands more physical activities and employees need to work for long periods of time, therefore, owners/managers prefer hiring men over women. Six of the employees had only a primary school degree (6.5%), 11 of the respondents graduated from middle school (12.0%) and 37 of the employees were finishing their high school education (40.2%). The results show that 38 respondents continued their studies after high school (41.3%) and received a university degree. These results include students who work and study at the same time, along with managers of the industry.

Results show that 54 of the respondents are single (58.7%), 34 are married (37.0%) and only four of the candidates were divorced and/or widowed (4.4%). These percentages may reflect the fact that people working in this sector do not intend to

stay in it for their entire lives, therefore the number of younger, single respondents is greater.

Only 16 of the interviewed (17.4%) responded that their salary is lower than the normal salary for this job, 64 responded a normal salary (69.6%) and 12 reported a high salary (13.0%).

Measures of central tendency calculated summaries of the data for age, how many months of work experience in this sector and how many months of work experience with the current company. The findings for age variable shows that $N = 92$, $M = 28.93$, $SD = 7.12$. When researchers looked at the mean, it showed that the average age of employees was approximately 29 years old. According to the small standard deviation, the age range did not vary much and ranged from 18 years to 51 years. The result for number of months work experience in this sector is $N = 92$, $M = 80.50$, $SD = 69.83$. Based on the analysis, most respondents had 80 months of work experience in this sector and the range was from 1 month to 300 months. Finally, the result for how many months worked at the current company variable is $N = 92$, $M = 34.41$, $SD = 37.65$. The mean for this variable shows that most employees had around three years' work experience at their current company.

Table 1: Demographic Variable Frequencies

Variable	Frequency	Percentage
Gender		
Male	63	68.5
Female	29	31.5
Education Level		
Elementary	6	6.5
Middle School	11	12
High School	37	40.2
Bachelor	20	21.7
Master and Under	15	16.3
	3	3.3
Material Status		
Single	54	58.7
Married	34	37
Divorced	3	3.3
Widow	1	1.1
Salary Level		
Low	16	17.4
Normal	64	69.6
High	12	13
Total	92	100

5.2 Correlation Results

Correlation analysis checked the relationship between control variables and study variables, including motivational motives, punishment motives, job satisfaction and organizational commitment.

Table 2 represents the means, standard deviations, correlations and the reliability coefficients of the study variables.

Age has a significant effect on organizational commitment ($r = .731$, $p < 0.01$). Older respondents seem to be more committed than younger ones. Gender and organizational commitment significantly correlate with each other ($r = .341$, $p < 0.01$), which means that men expressed a higher level of organizational commitment than women did. According to correlation results, respondents who are widowed, divorced or single are less committed than those who get married ($r = -.270$, $p < 0.05$).

As shown in Table 2, employees who have worked in the sector for a long time reported higher levels of motivational motive ($r = .336$, $p < 0.01$) and organizational commitment ($r = .949$, $p < 0.01$). While tenure in the company has a different effect on the study's variables, tenure itself in the company has a significant negative correlation with punishment motive ($r = -.239$, $p < 0.01$) and a significant positive linkage with organizational commitment ($r = .810$, $p < 0.01$).

As the results demonstrate, motivational motives relate positively with organizational commitment ($r = .312$, $p < 0.01$) and job satisfaction ($r = .213$, $p < 0.05$). Additionally, there is evidence that punishment motives were inversely related to organizational commitment ($r = -291$, $p < 0.01$) and job satisfaction ($r = -0.227$, $p < 0.01$). According to the correlation results, it seems that the more organizations apply punishment motive as performance appraisal politics, the lower employee job satisfaction and commitment to their work (Table 2).

Table 2: Results of Means, Standard Deviations, correlation Matrix and Internal consistency of the observed variables

Variables	M	SD	1	2	3	4	5	6	7	8	9	10	11
1 Age	28.93	7.13	-										
2 Gender	1.68	0.47	.228*	-									
3 Educational level	3.39	1.19	0.04	0.07	-								
4 Marital Status	1.62	0.49	-.436**	0.12	0.06	-							
5 Tenure (sector)	80.50	69.84	.700**	.376**	0.00	-0.19	-						
6 Tenure (company)	34.41	37.66	.504**	.206*	0.19	-.291**	.619**	-					
7 Salary	1.96	0.55	0.17	.287**	0.09	-0.04	0.19	0.06	-				
8 Motivational motive	3.16	0.88	.203	.133	-.036	.003	.336**	.158	.071	(0.77)			
9 Punishment motives	2.28	0.84	-.168	-.174	.025	.187	-.204	-.239*	-.112	-.148	(0.88)		
10 Organizational Commitment	28.87	13.27	.731**	.341**	0.06	-.270*	.949**	.810**	0.16	.312**	-.291**	(0.94)	
11 Job Satisfaction	3.22	0.33	0.18	0.05	-0.07	-0.12	0.17	0.01	0.04	.213*	-.227*	0.15	(0.95)

Note:*. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is significant at the 0.01 level (2-tailed).

Gender is dicthomous variable and "female" coded as 1 and "male" as 2. Marital status are labeled 1 for "married" and 2, 3, and 4 for "single", "divorced", and "widow", respectively. Punishment motives, reward, commitment, and satisfaction measured using five liker scale that ranged from 1 (Strongly disagree) to 5 (Strongly agree). Alpha coefficients are provided in the parentheses.

5.3 Regression Results

Regression analysis was used to test the hypotheses of this study. The analysis was conducted in two steps: 1) control variables entered into the model, including age, gender, educational level, marital status, sector tenure, company tenure and salary; and 2) insert two independent variables (perception of performance appraisal punishment and motivation) to determine their effects on organizational commitment as dependent variables (Table 3). A similar procedure was performed for the job satisfaction variable (Table 4).

According to regression results, age, company tenure and salary level effected organizational commitment (step 1). When punishment and motivational motives were added to the model in step 2, a significant linkage emerged between educational level and tenure in the sector of organizational commitment (Table 3).

Motivational motive has a significant, positive impact on organizational commitment (*Beta*=.013, *p*< .05). Therefore, **Hypothesis 1** is supported.

Punishment motive has a significant, negative impact on organizational commitment (*Beta*= -.052, *p*< .01). Thus, **Hypothesis 2** is supported.

Table 3: Results of Regression Analysis for Organizational Commitment

Predictors	Step 1		Step 2	
	SRW	*t value*	*SRW*	*t value*
Age	.067**	5.05	.072**	7.28
Gender	.005	.45	-.003	-.36
Educational level	.018	1.91	.019**	2.78
Marital status	-.005	-.44	.004	.48
Tenure (sector)	.668	45.55	.661**	59.92
Tenure (company)	.372**	31.16	.362**	40.42
Salary	.017**	1.93	.014*	2.08
Motivational motive			.013*	1.94
Punishment motives			-.052**	-7.59
R^2	.993		.996	
R^2			.003	

Note: * Correlation is significant at the 0.05 level. ** Correlation is significant at the 0.01 level. SRW is standard regression weight (or beta).

Interestingly, all of the demographic information had at least some relationship with job satisfaction in both model 1 and model 2 (Table 4).

According to the regression results, motivational motive has no significant linkage to job satisfaction (*Beta*=.172, *NS.*). Hence, **Hypothesis 3** is not supported.

Job satisfaction is significantly and negatively influenced by punishment motives (*Beta*= -.228, *p*< .05). Therefore, **Hypothesis 4** is supported.

Table 4: Results of Regression Analysis for Job Satisfaction

Predictors	Dependent variable: Job satisfaction			
	Step 1		Step 2	
	SRW	t value	SRW	t value
Age	.129	.784	.149	.930
Gender	.010	.080	-.027	-.222
Educational level	-.060	-.524	-.044	-.392
Marital status	-.092	-.717	-.063	-.496
Tenure (sector)	.190	1.050	.130	.734
Tenure (company)	-.233	-1.577	-.275	-1.902
Salary	-.025	-.215	-.039	-.355
Motivational motive			.172	1.547
Punishment motives			-.228[*]	-2.037
R^2	.076		.158	
R^2			.082	

Note: * Correlation is significant at the 0.05 level. SRW is standard regression weight (or beta).

Chapter 6

CONCLUSION

6.1 Discussion

The main model of the study evolved from Poon's (2004) model of questionnaire of political considerations in performance appraisal (QPCPA) (Tziner et al., 1996; Poon, 2004). The equation theory was used as the basis of analysis. The main objective of the study was to investigate the issue of performance appraisal's effects on job satisfaction and organizational commitment. As performance appraisal is considered the center of human resource management, the system plays a critical role in affecting the employee's performance. Many other studies focused on ratings accuracy, whether ratings are in the best interest of employees and what political reasons might cause managers to manipulate these ratings. However, in this study, the effects of performance appraisal punishment motive and performance appraisal motivation motive on job satisfaction and organizational commitment were measured from the view of the employees and their perceptions.

The first hypothesis of the study introduced significant positive relationships between perception of performance appraisal motivation motives and organizational commitment, a finding consistent with Kacmar et al. (1999) and Thurston and McNall (2010) studies of organizational commitment.

The second hypothesis proposed a negative relationship between perception of performance appraisal personal bias and punishment motives and organizational commitment, which is consistent with studies by Kacmar et al. (1999).

The third hypothesis of the study verified the positive relationship between perception of performance appraisal motivation motives and job satisfaction, a determination not supported or consistent with Alvi et al. (2013) studies. This discrepancy may be because the North Cyprus restaurant employees disregarded the motivation motive that they receive from their managers.

The fourth and final hypothesis proved the existence of a negative relationship between perception of performance appraisal personal bias/punishment motives and job satisfaction which is supported and consistent with Alvi et al. (2013) and Poon (2004) studies.

6.2 Concluding Section

This study used an expanded and evolved Poon (2004) model of QPCPA from Tizner et al., (1996) with the addition of organizational commitment, job satisfaction and the effects of performance appraisal's motivational motive and personal bias/punishment motives. Also for the first time, this study used and followed the equation theory of influences that resulted from punishment motive and motivation motive from performance appraisals on employee work input into the organization. A sample group of 92 workers from the food and beverage industry in North Cyprus answered the questionnaire. The results showed that effects of perception of performance appraisal motivation motive on organizational commitment are positive and significant (Walsh, 2003; Thurston & McNall, 2010) and can be defined as

employees' strong beliefs in motivational reward from managers that leads to increased commitment to an organization. However, despite the empirical expectations, the motivational motive has no effects on increasing employee job satisfaction. This implies that while they may hold high regard for motivation motive for increasing their commitment, if they are not personally satisfied with their job, satisfaction will not increase. Also, workplace atmosphere and manager attitudes can influence job satisfaction.

Previous studies such as Kacmar et al. (1999) and Poon (2004) suggest that the punishment motive and personal bias have a negative effect on both organizational commitment and job satisfaction. Therefore, if employees have negative perceptions of the performance appraisal rating system and suspect manipulation, employee commitment and job satisfaction will be negatively and adversely effected. Loyalty to the company is also influenced by the ratings results, along with employee behaviors and attitudes toward their future with the organization.

After these results what can be understood from it? As we understand from the conclusion using motivations performance appraisal will not end in increasing job satisfaction and therefore it is better not to manipulate the ratings positively, even for increasing job satisfaction between the employees. Using other theories such as Marslow's Hierarchy of Needs in 1943 which has been already confirmed its positive effects on job satisfaction in various studies (Jerome, 2013).

For increasing the employee's commitment, using of motivational motive resulted in positive outcome. However, punishment motive as expected from Poon (2004) study

has a negative impact on both commitment and job satisfaction so using in performance appraisal is not recommended.

In the process of performance appraisal, employees' perception of the situation has to be noted. Existing of such politics for different purposes as explored in this study, can result in both harmful results and good ones. The answer to inadequate results from the performance appraisal can make employees' performance decreased in work or even quitting by comparing their own rating results to one another.

In the end as employee's perception of manipulating performance appraisal results for either rewarding or punishing purposes can lead to undesirable results and can decrease the job satisfaction. The final verdict for this study can be either leaving the intentional manipulation, or taking politics out of appraisal and increasing the rater's performance in determining the final results.

6.3 Managerial Implications

Following the result of the study, appraisal problems arise mostly from intentional political motivation in organizations. Managers must continue to improve the quality of performance appraisals and refine the instruments used in assessments. The first step in getting positive results is changing the context of the political and social atmosphere in the workplace.

This allows raters to provide better and more accurate appraisal results, by avoiding manipulation of the final outcome and changing the factors of the punishment and reward system to increase the climate of trust between managers and subordinates. Decreasing bias would work best, along with implementing additional evaluations

and better strategies, especially for the North Cyprus employees who have low job satisfaction scores.

6.4 Limitations and Future Studies

There are limitations to this study. First, the size of the sample used in this research is small and can be expanded. The result is considered limited due to the size of population and geographic boundaries. Future studies can use larger sample groups from different countries within other industries and service sectors. Expanding the model for future studies is recommended so that more factors and variables can be used and identified more accurately. Gender, age and other demographic characteristic such as organizational tenure can also be used in future studies. While these parameters were significant in the analysis, they were not included was not part of the final main hypothesized outcome.

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APPENDIX

Appendix Questionnaire

Dear participants;

This study was carried out for the master's thesis that in Eastern Mediterranean University. Your answers will be kept strictly confidential in this context. You or your organization will not record any information that can be determined. Research performance evaluation methods in general, how it affects workers' job satisfaction and commitment to the institution wants to measure. To be efficient, response to all the questions of the study with the first answer come to your mind.

Perception of appraisal politics:

Table 1:

Strongly Disagree	Disagree	Neutral	Aagree	Strongly Agree
1	2	3	4	5

Items					
My supervisor avoids ratings that have negative consequences for employees.	1	2	3	4	5
My supervisor inflates ratings to maximize rewards to employees.	1	2	3	4	5
My supervisor avoids low ratings to avoid written record of poor performance.	1	2	3	4	5
My supervisor gives equivalent ratings to avoid resentment and rivalries.	1	2	3	4	5
My supervisor gives inflated ratings to avoid uncomfortable confrontation.	1	2	3	4	5
My supervisor avoids low ratings that may antagonize employees.	1	2	3	4	5
My supervisor gives high ratings to gain employee support/cooperation.	1	2	3	4	5
My supervisor conforms to the norm to avoid disapproval from peers.	1	2	3	4	5
My supervisor ratings in part reflect personal liking or disliking of	1	2	3	4	5

employees.					
My supervisor inflate ratings to gain special services or favors from employees.	1	2	3	4	5
My supervisor quality of personal relationship affects his/her rating.	1	2	3	4	5
My supervisor gives low ratings to teach rebellious employees a lesson.	1	2	3	4	5
My supervisors give low ratings to encourage an employee to leave.	1	2	3	4	5
My supervisor gives higher ratings than deserve to repay favors to employees.	1	2	3	4	5

Job satisfaction:

Table 2:

Strongly Disagree	Disagree	Neutral	Aagree	Strongly Agree
1	2	3	4	5

Items					
I feel fairly satisfied with my present job.	1	2	3	4	5
Most days I am enthusiastic about my work.	1	2	3	4	5
Each day at work seems like it will never end.	1	2	3	4	5
I find real enjoyment in my work.	1	2	3	4	5
I consider my job to be rather unpleasant.	1	2	3	4	5

Affective organization commitment:

Table 3:

Strongly	Disagree	Neutral	Aagree	Strongly Agree

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Disagree				
1	2	3	4	5

Items					
I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5
I enjoy discussing about my organization with people outside it.	1	2	3	4	5
I really feel as if this organization's problems are my own.	1	2	3	4	5
I think that I could easily become as attached to another organization as I am to do this one.	1	2	3	4	5
I do not feel like part of the family at my organization.	1	2	3	4	5
I do not feel emotionally attached to this organization.	1	2	3	4	5
This organization has a great deal of personal meaning for me.	1	2	3	4	5
I do not feel a strong sense of belonging to my organization.	1	2	3	4	5

Demographic:

AGE: _____

Gender:

Male ◯

Female ◯

Educational level:

Elementry school◯   Middle school◯   High School ◯

2-year CollageDegree ◯   Graduate Degree ◯

Material statuse:

Married◯

Single ◯

Divorse◯

Widow ◯

How many years do you work in this industry?_____

How many years do you work in this organization?_____

Is your salary blow_____ equal_____ above_____ industry salary.