

Exploring the Role of Performance Appraisal, Organizational Commitment, and Citizenship Behavior

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Abstract

This study investigated the impact of perceived fairness of performance appraisal (PFPA) on organizational commitment (OC) and organizational citizenship behavior (OCB) in the banking sector of the district of Vehari, Punjab, Pakistan. Data were collected from 250 bank officers through a self-administrative questionnaire. PLS-SEM was employed to validate data and examine the hypothesized relationships. Results revealed that OC mediates the relationship between PFPA and OCB. More specifically, drawing upon the OC perspective documents the importance of the PFPA relationship with OCB. The study highlighted that employees' positive perception of performance appraisal is the confluence with OC, which is central to enhancing employee productivity and maintaining good organizational citizenship. Fair appraisal structures and relational collaboration among workers are essential business components that boost the workforce's devotion to the workplace. This study is the first to document the significance of performance appraisal in banking. It provides valuable insights for the business organization to strengthen citizenship behavior by emphasizing the value of fair performance management conducive to fostering personnel productivity and firm performance.

Keywords: Organizational Commitment, Organizational Citizenship Behavior, Perceived Fairness of Performance Appraisal, Social Exchange Theory, Structural Equation Modeling.

Introduction

Organizational performance in today's dynamic market is linked to human resources skills, usually considered an important asset that benefits the business. The company's working environment influences employee productivity and aligns individuals with corporate goals. So, many organizations use performance assessment systems for analyzing ways to improve employee performance and productivity. For instance, the year-end assessment settles the incentives and promotion in an organization; and determines the training and development initiatives to foster productivity (Grego-Planer, 2019; Nguyen et al., 2022; Raziq Et al., 2024; Setiawati & Ariani, 2020). However, discrimination in performance assessment based on gender or work productivity carried by supervisors' favoritism distracts the employees' OC towards value co-creation. Thus, employee productivity becomes a severe issue for private firms, drawing the attention of scholars and business professionals to the phenomena of performance assessment and its effect on human behaviour (Uraon & Kumarasamy, 2024). Furthermore, workers' participation at different levels enhances social and psychological associations potentially linked with employees' working behavior, fosters personnel productivity and job commitment with high-level business attachment, and is important for organizational success (Rudy & Lambi, 2024; Widiani & Dudija, 2020). Likewise, one contributing element, somewhat optional but demonstrated experimentally conducive to meeting business objectives, is

OCB (Azeem et al., 2021; Sofiah et al., 2014). It is widely believed that individuals who exhibit OCB are more likely to patronage their organizations in managing change, particularly during times of crisis. Edezero (2022) advocated that OCB is vital to employee productivity. Generally, OCB contains members' discretionary actions and extra-role beyond the scope of their official duties that positively impact the organization and achieve a wide range of desired results in the workplace (Prakoso, 2022; Soelton, 2023). Rahman & Karim, (2022). The intellectual capacity or workers' behavior to elicit collaboration that stimulates expertise, the outcome of OCB, plays a ubiquitous role in strengthening organization-based performance. OCB is the distinct conduct of an employee that is not being rewarded by the official as a compensation package (Organ, 1988) and is vital for operationalization (Laaraj, 2023).

Numerous studies demonstrated that individuals with high OCB practices were more satisfied at the workplace and committed to the organization (Hasyim & Palupiningdyah, 2021; Organ & Ryan, 1995; Sumarsi & Rizal, 2022). Thus, OCBs may serve as essential catalysts for staff productivity and efficiency in the business sector, and they have a favorable effect on the overall effectiveness of service institutions (Halid et al., 2020). Prior OCB studies, have mainly concentrated on *turnover Intention* (Neena & Dinesh, 2022), job satisfaction (Regen et al., 2022; Sariyani et al., 2022), affective commitment (Waladali, 2022), Transformational Leadership (Dewi et al., 2022), and Procedural justice by Rahman & Karim (2022). Following a comprehensive literature assessment, it was determined that, with rare exceptions (see Neena & Dinesh, 2022), more is needed about the mechanism by which PFPA might increase frontline staff participation in OCB in business services settings. However, there is still a potential to open the "black box" in the PFPA—OCB relationship (Neena & Dinesh, 2022; Rahman & Karim, 2022). Accordingly, business firms require a fair performance climate mainly focused on influencing employees' positive commitment to execute organizational objectives, leading to superior firm performance. Considering the role of PFPA on employee attitude and behavior, very few studies have explored the mediating role of OC in the association between PFPA and OCB across the sectors. To bridge this knowledge gap, the study proposes OC as a probable mediating mechanism between PFPA and the OCBs can be explored in the context of banking staff in Pakistan. The objective of this study was twofold. First, the study examines the direct relationship between PFPA and OCB. Finally, applying insights from the "Social Exchange Theory" (SET), this study sought to develop the argument for the mediating effect of OC on the relationship between PFPA and OCB and studied it empirically. This study advances the existing literature by providing empirical evidence for the mediating function of OC in the connection between PFPA and OCB. It is significant because the mediating processes explain why a specific organizational phenomenon influences employees' outcomes and guide the mechanisms that provide a meaningful relationship.

Theory and Hypotheses

Perceived fairness (PF) is an employee's optimistic trust in recognition of his work, and performance appraisal (PA) is an arrangement of a systematic portrayal of staff's qualities reviewed by an organization (Gordon & Mickelson, 2018). Numerous terms have been utilized to explain how to assess employee performance, like performance appraisal, performance review, and employee appraisal. PA alludes to how the firm can determine and evaluate workers' behavior and achievement (Banner & Cooke, 1984) to improve their future career paths (Ryu & Hong, 2020). *Performance appraisal* is defined as a formal process for the evaluation of the job performance of an employee by his supervisor (Setyorini et al., 2022; Vasudevan, 2014). More specifically, the assessment of an employee is a continuous process of reviewing the employee's work and focusing on their performance (Harrington & Lee, 2015; Mahalekamge, 2016). PFPA is an indispensable element in busi-

ness firms that impacts work appropriateness (Babaei & Mafian, 2016). Organizational justice theory tells about burnout due to negatively perceived fairness, adversely affecting OCB (Bauwens et al., 2017). Justice is an essential aspect of organizational courtesy of praise, so firms require a fair performance appraisal system. Because the performance appraisal framework is executed improperly or workers perceive it unfairly in the assessment, the system does not work correctly, and sooner and later, it will fail and not achieve the objectives (Sudin, 2011). Therefore, OCB is an essential element in the success of firms as it includes behaviors that do not pertain to job performance but are vital for firm performance. Workers must be willing to add their efforts to the organizational system to achieve organizational goals. Several researchers identified that employee inspiration, capability, or opportunity to participate in OCB throughout their behavior contours the individual's working environment (Organ et al., 2005; Piccolo & Colquitt, 2006). The performance appraisal process might impact personnel attitudes about their jobs, supervisors, and the business may be influenced by appraisal systems and their procedures, particularly workers' organizational citizenship. However, employees only show OCB if they feel their employer has fulfilled its promises (Ravikumar & Raya, 2019; Uwa, 2022). It also includes techniques for developing work objectives, performing self-appraisals, and setting performance targets. So, when employees experience being treated fairly, they often show constructive OCB in the shape of positive behavior in the workplace (Lim & Loosemore, 2017). Firms can augment good citizenship by offering fair rewards to their workers. Therefore, this study proposed the following hypothesis:

H1: Perceived fairness in Performance appraisal significantly impacts organizational citizenship behavior.

OC is an influential factor that affects workers' performance (Chelladurai, 2014). Porter et al. (1974) define OC as "an attachment to the organization, characterized by an intention to remain in it; an identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf" (p. 604). Institutions having features of the present social orders, may incredibly affect human forces perceptions due to rapid organizational transformation. Cohen (2003) noted that "commitment is a force that binds an individual to a course of action of relevance to one or more targets" (p. xi). Regen et al. (2022) advocated that an individual's involvement in firm progress was identified as mental commitment, whereas high commitment leads to staff's willingness to perform duties (Sariani et al., 2022) and committed workers are always given extraordinary performance (Waladali, 2022).

In contrast, those employees who are less devoted to their jobs may have a poor opinion of the incentive system because the strategies used by corporations toward PA affect OC (McFarlin & Sweeney, 1992). OC is essentially affected by the "perceived fairness of performance appraisal systems," wherein it consists of "procedural justice, distributive justice, and interactional justice" (Chelladurai, 2014; Sudin, 2011). Research shows that a well-designed and equitable PA system may recruit, motivate, and increase employee performance (Neena & Dinesh, 2022; Sepahvand et al., 2020). According to Lau and Moser (2008), employees who think the fair performance evaluation systems also feel more committed and perform better. Previous research has linked PA fairness to employee happiness, commitment, and motivation (Salleh et al., 2008). Rubel & Kee (2015) argue that continuous commitment is the outcome of fairness in performance management, it fosters employees' ability to provide their talents and work habits, and the company performs evaluations (Setiawati & Ariani, 2020). Therefore, the study proposed the following hypothesis:

H2: Perceived fairness in Performance appraisal significantly impacts organizational commitment.

OC is expressively associated with OCB (Sunaris et al., 2022). Liu (2009) recommended that "participating in voluntary behaviors such as OCB is a behavioral response to affective commitment." OCB is a natural attitude not recognized by the prescribed organizational system, but it is beneficial for the efficient working of the organization (Organ, 1988). OCB is an employee's conduct that includes actions without expectations of external compensation. In addition, politeness, assisting, and diligence are all OCB proportions (Mohammad et al., 2011). So, workers' empowerment can impact employees' perceptions regarding job satisfaction, OCB, organization commitment, absenteeism, and workplace behavior (Mete & Sökmen, 2019) as subordinate's behavioral sense is based on treatment in the organization and rating which their manager does in the organization. Firms' strategic moves to augment personnel OC effectively reduce employee turnover and becomes a leading foundation in organizational development, especially in a gradually competitive marketplace (Soelton, 2023). Organizational theory exposed that OC has been affirmed as a significant variable in describing employees' OCBs (MacKenzie et al., 1998). OCB is vital in encouraging employees, positively associated with their job attitude and "commitment" (Syawal & Kemalasari, 2023). HRM that focuses on organizational commitment to retain current personnel with high employee commitment to sustain consistent performance, boost competitiveness and productivity, and increase profitability (Azeem et al., 2021; Ramli et al., 2023). OC has gained attention in behavioral research since it significantly influences employees' workplace behavior as a most effective tools for improving corporate success is organizational commitment (Nelwan et al., 2024). Studies indicated that highly devoted workers had greater OCB (Dewi et al., 2022; Wong & Wong, 2017; Suwandana et al., 2022). Liu (2009) affirmed that OC positively predicted OCB. Thus, the study proposes the following hypothesis.

H3: Organizational commitment has a significant impact on organizational citizenship behavior.

PA is an essential element in a business organization that effectively stimulates employee motivation and office productivity. Therefore, OC is a pivotal driver of employee productivity; fostering excellent work and fairness in PA is critical to accomplishing organizational objectives (Rehman et al., 2022). OC has been extensively investigated as an antecedent of OCB (Tan et al., 2019). For instance, Han et al. (2016) research on 600 workers from five big organizations in South Korea discovered that employees' commitment significantly impacted their OCB. Additionally, prior research indicates that OC acts as a mediator, minimizing the effects of PA problems on OCB (Nan-Nan et al., 2020). Strong commitment inside the business can reduce worker turnover, enhance retention and recruitment, promote job productivity and satisfaction, and ensure that customers get high-quality service (Sepahvand et al., 2020). Employees' perception of the fairness of work processes and assessments positively influenced OCB through OC as a mediator. Notably, when workers believe performance assessment is fair, they commit to companies and manifest high OCB (Uraon & Kumarasamy 2024; Shim et al., 2024). In addition, perception about the promotion can be an initiative for those taking more performs well with an elevated level of OCB. The SET established the possible linkage among the PFPA, OC, and OCB (Azeem et al., 2021; Prakoso, 2022; Rahman & Karim, 2022). The theory posits that if personnel perceive that they are treated fairly in the workplace and reciprocate with a positive attitude like OC, resulting in voluntary behaviors that benefit businesses and employees. Williams et al. (2002) stress the importance of PFPA OC, whereas (Shim et al., 2024) explain worker cognizance about fairness in exhibiting OCB and OC. Lavelle et al., (2009) proposed model revealed that commitment and procedural fairness are the predictors of OCB. Therefore, the intervening role of OC between PFPA and OCB in the banking sector may be investigated. Thus, this study proposed the following hypothesis:

H4: Organizational commitment mediates the relationship between perceived fairness in performance appraisal and organizational citizenship behavior.

Methodology

Methods & Data Collection

To fulfill the purposes of the study, appropriate scales were selected to provide an appropriate evaluation of each desired variable. The participants' responses are taken for all items using a 5-point Likert scale, ranging from "1 strongly disagree" to "5 strongly agree". According to NIFT, approximately 115 branches of 30 commercial banks operate successfully in District Vehari, Pakistan. On average, ten employees are working in each branch. Approximately 1050 employees work in these branches and are evaluated by local managers (i.e., Branch Manager, Operation Manager, Etc.). Therefore, the population of this study was 1150, and by employing Krejcie and Morgan's (1970) technique, a sample size of 291 was adequate. Data were collected through self-administrated questionnaires, and a simple random sampling technique was used. All 291 questionnaires were distributed to bank officers. The response rate was acceptable, as 265 out of 291 surveys were returned, with 15 questionnaires discarded for insufficient completion. Two hundred fifty completed questionnaires were considered for the final analysis, and the response rate was 86%. The study took all items from already validated scales from published studies. Eight items that measured PFPA were adopted (Abbas (2014)). OC was measured with five items taken from (Mowday et al., 1979). OCB 8 items were adopted from (Nadiri & Tanova, 2010). For data analysis, PLS-SEM was employed to evaluate the measurement and structural models in SmartPLS 3.2.6.

Results

Evaluations of Measurement Model

PLS algorithm provides the value of Cronbach alpha and composite reliability (CR) for the latent variables to check internal consistency reliability. The value of the alpha and CR is 0.70 or more significant than reflects high internal consistency reliability. The value of alpha and CR is higher than 0.70, which implies that both variables have high internal consistency reliability. The second step is to test the convergent validity (CV). It is explained in the AVE column, which is the extent of common variance calculated by a construct and its indicators. AVE value of 0.5 or more presents a fair indication of convergent validity. Values of all constructs are higher than 0.50, which shows satisfactory convergent validity. Another measure of convergent validity is accessed through factor loading. An item is statistically significant when the value of outer-loading is 0.708 or higher on its constructs—the values of outer-loadings higher than 0.70 validity. Table 1 shows the values of alpha, CR, AVE, and Factor loading.

Table 1. Reliability & Validity

Construct	Indicators	λ^1	A ²	CR ³	AVE ⁴
Organizational Commitment	OC1	0.76	0.83	0.88	0.60
	OC2	0.73			
	OC3	0.82			
	OC4	0.78			
	OC5	0.78			
Organizational Citizenship Behavior	OCB1	0.74	0.91	0.92	0.61
	OCB2	0.81			

Construct	Indicators	λ^1	A ²	CR ³	AVE ⁴
	OCB3	0.78			
	OCB4	0.79			
	OCB5	0.83			
	OCB6	0.79			
	OCB7	0.77			
	OCB8	0.72			
Perceived Fairness	PFPA1	0.76	0.92	0.93	0.63
	PFPA2	0.80			
	PFPA3	0.83			
	PFPA4	0.82			
	PFPA5	0.85			
	PFPA6	0.73			
	PFPA7	0.80			
	PFPA8	0.74			

Note. “1-Factor loadings; 2-Cronbach’s alpha; 3-CR = Composite reliability; 4-AVE = Average variance extracted.”

Evaluation of structure model

Formerly, after setting up the reliability and validity of the data successfully, the next step is evaluating the structural model. Bootstrapping provides hypotheses t-value and p-value. This study followed Baron and Kenny's (1986) mediation techniques. In the first step, check the effect of PFPA (independent variable in the model) on organizational citizenship behavior (dependent variable) must be significant in the absence of mediation and find a positive relationship. The values are presented in Table 2 as a direct model.

Table 2. Direct model

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
PFPA -> OCB	0.513	0.517	0.062	8.256	0.000

Second, the effect of PFPA on OC and OC on OCB is significant and found support for hypotheses H2 and H3, fulfilling the second condition. Finally, the effect of PFPA on OC and OCB in the indirect model is also significant; hypothesis 4 accepted and fulfilled the final condition. Table 3 indicates the value of the hypotheses data.

Table 3. Indirect model

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
PFPA -> OCB	0.263	0.268	0.059	4.493	0.000
PFPA -> OC	0.447	0.455	0.066	6.819	0.000
OC -> OCB	0.558	0.554	0.059	9.414	0.000

After establishing mediation, we look at the effect of the independent and dependent variables in the direct-model and indirect models to calculate the magnitude of mediation. The indirect model values are 0.249, and the direct model is 0.523. Determining the magnitude and extent of mediation is a calculation of Variance Accounted for (VAF). $VAF = \text{indirect effect} / (\text{total effect} = \text{indirect effect} + \text{direct effect})$ whereas $\text{total effect} = \text{indirect effect} + \text{direct effect}$. The value of VAF between 20 to 80 % expresses partial mediation. So organizational commitment mediates the relationship between PFPA and OCB.

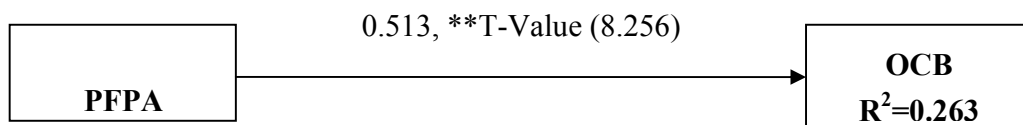


Figure 1. Direct Model

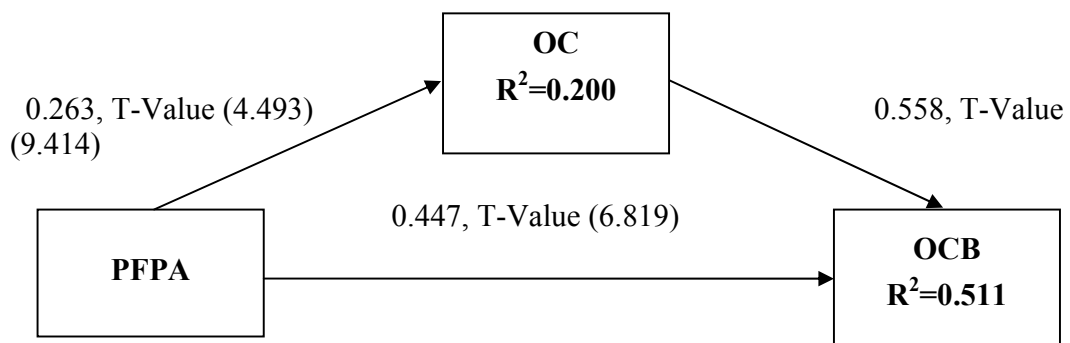


Figure 2. Indirect Model

Implications

Application of the currently proposed model might increase managers' and organizations' perception of staff productivity strategy. Staff may feel mistreated and often behave to restore justice, such as leaving work early, reducing their efforts, or decreasing their positive attitude or contribution (Donglong et al., 2020). Empirically, personnel endeavor to be more committed to their job in exchange for fairness and justice (Stankevičiūtė & Savanevičienė, 2021). This study revealed that PFPA strongly predicts OC and OCB. Therefore, management should pay close attention to these factors, particularly at this vital moment. Notably, this research shows that fair evaluation practices are valuable tools managers wishing to develop a loyal staff must consider.

Furthermore, it may be advantageous as various commitment-strengthening strategies have been begun for new hires rather than permanent long-term workers. Organizations should strongly emphasize fairness in performance assessment procedures to reduce employee turnover. This will assist in establishing a psychological bond with their staff members and encourage commitment to their jobs. Consequently, employees anticipating advancement and career growth are more likely to stay with the company for longer, indicating a lower likelihood of employee turnover. Organizations

should also keep committed personnel aware of attractive employment opportunities that can draw them away.

Additionally, studies have shown a connection between OC and OCB. They are more likely to participate in OCB-related activities because engaged employees are more enthusiastic about working beyond their officially declared commitments and are more devoted to tasks (Bakker & Albrecht, 2018; Geus et al., 2020). Consequently, we found a correlation that might be explained by applying SET between PFPA dimensions to OC and OCB dimensions (Blau, 1964). PFPA's function in the OC-OCB interaction, precisely. Performance system reflects that personnel experience fairness in their workplace regarding justice and career advancement, clearly defined policies, relationships, and knowledge sharing. This perception of fairness results in a belief in a favorable self-image and self-distinctiveness, which acts as a powerful engagement stimulus. It can be explained as a consequence of social relationship exchanges.

Blau (1964) explained a consequence of social relationship exchanges. In other words, firms should emphasize a two-fold retention strategy combining a pro-career-building approach by strong OC and an anti-career-blocking approach, focusing primarily on career management at one end while removing career-blocking obstacles at the other. According to this perspective, it is generally accepted that when workers' concerns about fairness in performance assessment are addressed, they are more likely to remain with the company and contribute to higher employee productivity. Similarly, OC and OCB are related since motivated workers like going above and beyond what is required; practice is known as OCB. The Social Exchange Theory also serves as the foundation for this link. OC influences employees to engage their counterparts during their duties and actively act in a discretionary manner toward other people and the company. When treated equitably, employees may be more engaged at work and more inclined to respond independently. Therefore, the organization's management and policymakers should make the necessary efforts to increase their level of participation via the construction of justice to persuade the person to work for other departments of an organization voluntarily without any incentive. This may escalate the promotion possibilities for their workers, relieving their concerns and allowing them to better prepare for the future success that is so closely linked to OCB.

Conclusion

The study empirically examines the mediating role of organizational commitment in the relationship between perceived fairness of performance appraisal and organizational citizenship behavior. The outcomes revealed that PFPA has a positive significant impact on OC and OCB. Personnel perception of the appraisal system can significantly impact corporate settings. It usually has a series of outcomes that can affect the benefits of the systems, like employee productivity, commitment, employee spirit, and good citizenship. Thus, a fair appraisal process is the outcome of OC and OCB, fostering knowledge sharing and talent acquisition and reducing turnover (Jha & Ray, 2022). OC and OCB are potential drivers of teamwork, employee engagement, and productivity, which is necessary for professional development in financial institutions.

Limitations and Future Recommendations

This study has some limitations. First, this research has been conducted in the banking industry of the district of Vehari in south Punjab, while other areas of the country might have some different characteristics. Second, the sample size was comparatively small, which may bar the generalized outcomes of this study in other settings; further studies may carry to explore an in-depth understanding may illustrate employee empowerment in a time-logged setting.

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