

Fairness of Performance Appraisal at Tajsats and its Impact on Commitment

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DECLARATION BY STUDENT

I hereby declare that the data presented in this Dissertation / Internship report entitled, “Fairness of Performance Appraisal at Tajsats and its impact on Commitment” is based on the results of investigations carried out by me in the (Management Discipline) at the Goa Business School, Goa University under the Supervision/Mentorship of Prof. Teja Khandolkar and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities will be not be responsible for the correctness of observations / experimental or other findings given the dissertation.

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TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Miss. Apexsha Bandekar** Student of Goa, Business School (Goa University) Undergoing MBA has completed her Internship Training in our organization for the period from 1st March 2023 to 26th April 2023.

During the Training period, she got training in Human Resources and has acquired the required skills and knowledge.

This certificate is issued to him to produce the same to Goa Business School Goa University.

For Taj SATS Air catering Ltd.



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COMPLETION CERTIFICATE

This is to certify that the dissertation / internship report "**Fairness of Performance Appraisal at TajSats and its impact on commitment**" is a bonafide work carried out by **Ms.Apexsha Rajendra Bandekar** under my supervision/mentorship in partial fulfilment of the requirements for the award of the degree of (**Master of Business Administration**) in the Management Discipline at the (Goa Business School), Goa University.

Date: 28/4/2023



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Prof. Teja Khandolkar
Management Studies



School Stamp

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Name: Apexsha Bandekar

Table of Contents

Sr No.	TOPIC	Page No.
1	Profile of the company	1
2	Introduction	4
3	Literature Review	6
4	Research Gaps and Questions	14
5	Project Objectives	14
6	Project Methodology	14
7	Data Analysis and Discussion	15
8	Project Finding and Discussion	60
9	Recommendations to the company	61
10	Work done and learnings Derived during the internship period	61



Company Profile – TajSATS

A partnership between Indian Hotels Company Limited (IHCL), Asia's largest hospitality company and SATS Limited, the continent's finest food solutions enterprise, TajSATS is an industry leader with over four decades of experience in airline catering. The synergy of IHCL's legendary hospitality and the aviation acumen and technological competency of SATS Limited has created an organization that delivers a best-in-class experience to leading airlines and millions of flyers. Indian Hotels Company Limited: IHCL operates prestigious brand Taj Hotels, which is an integral part of India's most trusted and reputed business house - The TATA group. IHCL came into existence in 1903 when The Taj Mahal Hotel, Mumbai opened its doors. This hotel was the realization of the vision of a pioneer called Mr. Jamshetji N. Tata, who wanted to make India an industrial power to be reckoned with. That was the beginning of the group, which has grown to become the largest hotel chain in India and continues to dazzle and delight its Guests / Customers. The strength of this organization is the undoubting commitment of its people. Singapore Airport Terminal Services (SATS): Singapore Airport Terminal Services began their airport ground handling operations in 1947. SATS a wholly owned subsidiary of Singapore Airlines was incorporated in 1972 to serve as an intermediate holding company for the inflight catering, ground handling, airline laundry and aviation security divisions of Singapore Airlines. SATS Airport Services Pvt Ltd and SATS catering Pvt

Ltd were incorporated in 1985 to operate the ground handling and in-flight catering division, respectively. SATS food services comprises airline catering, food distribution and logistics, industrial catering and linen and laundry services. Its gateway services span airfreight, baggage and ramp handling, passenger services, aviation security, cargo, warehousing, perishables handling to cruise handling and terminal management. SATS subsidiaries includes SATS Airport Services, SATS Catering, SATS Security Services, Aero Laundry & Linen Services, Aerolog Express, Country Foods Pte Ltd. and Singapore Food Industries.

Quality Certifications

The greatest safety standards are followed by all TajSATS facilities, goods, and services.

- ISO 22000:2018 (Food Safety Management System) & Codex Hazard Analysis and Critical Control Point (HACCP) Certification
- HALAL Compliance Certificate
- FSSAI (Food Safety and Standards Authority of India)
- Health License

Major Inflight Catering Companies in India

TajSATS is India's premier aviation catering company holding more than 60% market share, and the first service partner of choice for the world's leading airlines.

- Oberoi Flight Services – Subsidiary of East India Hotels company Ltd. (EIH is owner of brand Oberoi Hotels)
- Ambassador Sky Chef
- LSG Sky Chef

- CAFS -Casino Air Caterers and Flight Services

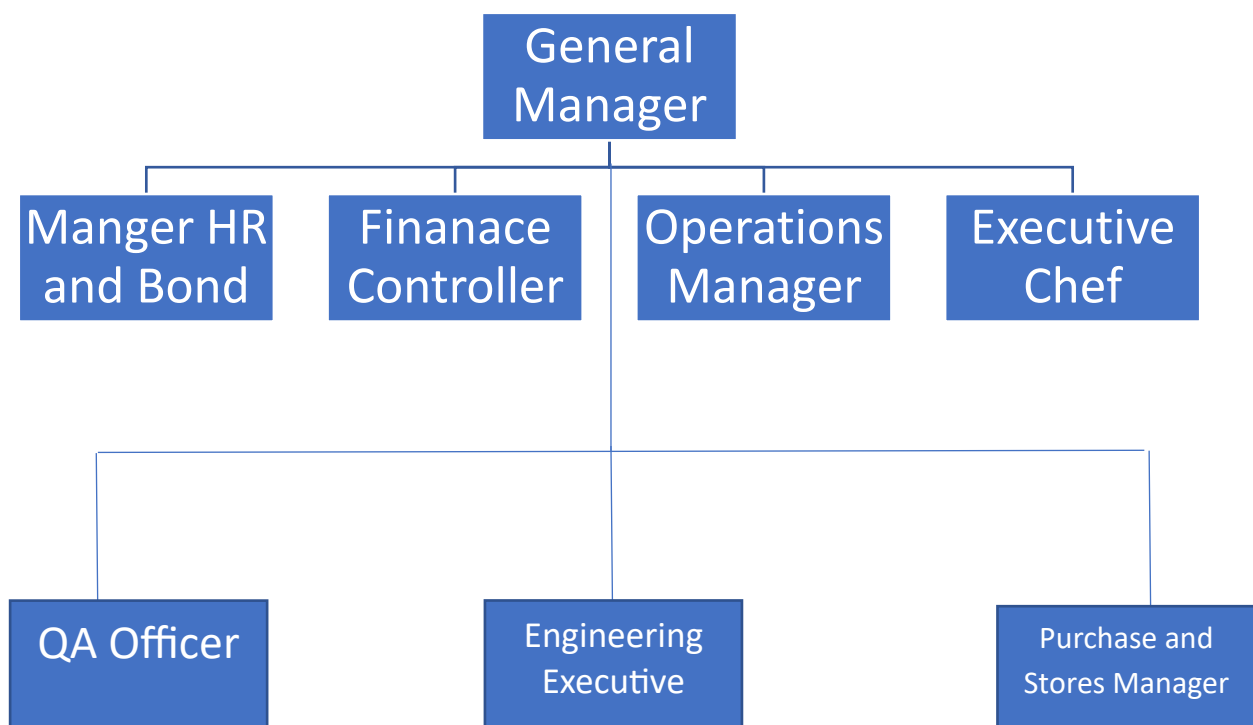
Airline Customer

- Air India
- Indigo Airlines
- Spice Jet
- Air Astana
- Lot Polish
- Rossiya
- Royal
- Thomson
- Scat
- Oman Air
- Azur

Non-Aviation Customer

- Starbucks
- Cipla
- Indian oil Corporation Limited
- Indian Hotels
- Ginger hotel

TajSATS Goa Organogram



Introduction to the Topic

Topic: - Fairness of Performance Appraisal at TajSATS and its impact on commitment. The

term "performance appraisal" refers to a structured, formal interaction between a subordinate and supervisor that typically takes the form of an interview where the subordinate's work performance is evaluated and discussed. (Warokka et al., 2012)

Performance appraisal is vital for effective human resource management. Performance appraisal is used to evaluate whether employees' work performance is effective, as per company expectations. Performance evaluations are typically used by large organisations or government sectors to decide who gets promoted and who stays on staff. (Na-Nan et al., 2020)

One of the most crucial human resource management tools is performance appraisal as many critical decisions regarding employees' performance are heavily based on the Performance Appraisal results as they are responsible for various attitude-related outcomes. (Rana & Singh, 2022)

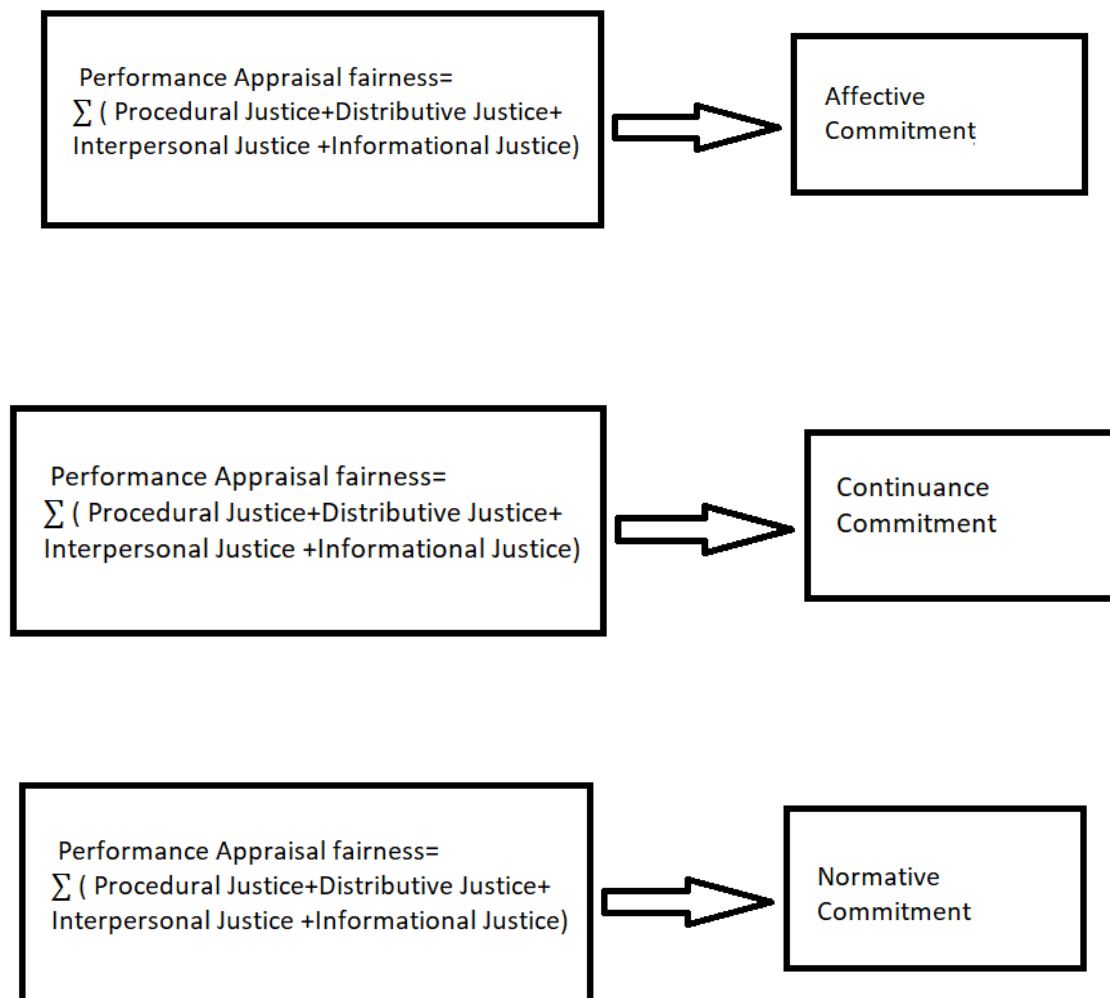
If people feel that the decisions are fair, they would respond with commitment, higher satisfaction and would be more willing to involve in 'extra-role behaviour' In fact, researchers argue that the evaluation of performance will not be effective if it is perceived as unfair by those involved in the evaluation process. (Salleh et al., 2013)

It is essential that employee appraisal be seen by the employees as fair, because employees today are particularly sensitive to matters of justice in the context of assessment of their work and in their treatment by superiors, while the achievement of organizational objectives depends on their motivation and performance. (Zwiech, 2021)

Organizational Commitments means “engagement or involvement that restricts freedom of action”.

The findings of this study will act as a valuable information to TajSATS to update their appraisal system and also allow the company to know how the employees feel about the current appraisal system and also know whether the fairness of appraisal system has an impact on Commitment.

Conceptual Frame Work



Literature Review

Performance appraisal fairness

The ultimate test of a system's performance is how fair it appears to the workforce.

According to the organisational justice theory, the effectiveness of the evaluation system depends on how people feel about it. (Warokka et al., 2012) In the literature, perceptions of fairness are ordinarily categorised as distributive, procedural or interactional. (Narcisse & Harcourt, 2008)

To convince the employees to accept the entire process and its outcomes, procedural and distributive aspects of fairness must make them feel Positive. (Warokka et al., 2012)

As per literature of performance appraisal can be seen from two dimension those are; the distributive justice and the procedural justice. (Imelda et al., 2020)

Research on organizational justice or fairness has established that interactive, distributive and procedural fairness are related to individual, group and organizational outcomes. (Selvarajan et al., 2018)

A study conducted in 1996 found that elements of organizational justice are important in predicting the employees' satisfaction of the performance appraisal and commitment to the organization. (Salleh et al., 2013)

Organizational Justice Theory

According to the literature, people will only be happy with a performance appraisal (PA) process if it meets the "fairness" standards defined by various studies in terms of organisational justice. (Cook & Crossman, 2004)

The study of justice or fairness has been a topic of philosophical concern since time of Plato and Socrates. (Colquitt et al., 2001) Fairness at work, also known as organisational justice, is a growing concern for most employees in many organisations today. (Warokka et al., 2012)

Greenberg, explained the concepts and ideas behind the establishment of the organizational Justice theory construct. Distributive justice, procedural justice, interpersonal justice, and informational justice make up the four-factor framework that was created in the early 2000s. (Naidu et al., 2015)

Organizational justice has come a long way in the last six decades It changed from being a one-dimensional construct (distributive justice) to a four-dimensional construct between the 1950s and the 2000s (distributive, procedural, interpersonal and informational justice). (Pattnaik & Tripathy, 2019)

Distributive Justice

According to (Salleh et al., 2013) distributive justice means that the rewards received from the use of procedures are fair.

According to the definition of distributive justice used in contemporary organisational contexts, "fairness of outcomes an employee receives or fairness in decisions that affect an employee as compared to what comparable others are receiving in his vicinity'. (Pattnaik & Tripathy, 2019)

Early research on fairness gave attention to the fairness of the distribution of outcomes, for example, Pay. Research on distributive justice has established that people care about the fairness of outcomes. (Jawahar, 2007)

Distributive justice may be described as the fairness of outcomes an individual receives in contrast to his/her counterparts i.e. the employees mainly compare their Performance Appraisal ratings with the Performance Appraisal ratings received by their co-employees.(Rana & Singh, 2022)

People form their perceptions of fairness, by evaluating their perceived work inputs (contribution) and outcomes (rewards), in comparison to the perceived input to outcome ratio of a comparison person, such as a co-worker. Employees view their appraisal rating, and any associated rewards, to be fair when these reflect the individual's inputs and contributions. Employees compare the efforts they put into their work and the results they receive. Also, to determine whether they have received their returns fairly, they compare themselves to other employees. Greenberg identified two factors that affect employee perceptions of distributive justice. The appraisal rating's perceived fairness in relation to the employee's performance is the first factor. The perceived fairness of any administrative action, such as a wage increase, promotion, or other administrative change related to an evaluation, is the second element. In both situations, the input or contribution is the employee's perception of his own performance, which means how well employee thinks he has done and how hard he thinks he has worked. The employee's perception of the appraisal rating as a whole and how it affects how they feel about their own self-worth are the outcomes of the first factor. With the second factor, the outcome is the employee's perception of the administrative consequence, the promotion, the pay increase, or the dismissal for incompetence, which flows (or doesn't flow) from the appraisal rating. Empirical studies provide support for the importance of Greenberg's distributive justice factors. For example, Tang and Sarsfield-Baldwin, in a study found that employees who were highly

satisfied with pay and promotion also had favourable perceptions of distributive justice.(Narcisse & Harcourt, 2008)

Procedural Justice

Procedural justice pertains to the fairness of procedures used in determining outcomes.(Giles et al., 1997) The perception of employees that the methods used to evaluate their performance are fair is known as procedural justice.(Salleh et al., 2013)

According to (Ibeogu & Ozturen, 2015) the evaluator's measurement settings, data collection, and appeals are all procedural aspects. Rules and policies governing the distribution of outcomes, such as pay, raises, benefits, and promotions, are referred to as procedural justice. workers are concerned about the methods used in the distribution of rewards and outcomes.(Deepak, 2021)

Three fundamental elements make up procedural justice. First element is Giving workers enough advance notice, means informing them of the evaluation process and how it will affect them. It involves developing performance standards and objectives before the appraisal period starts. The standards and objectives must be well documented, clearly explained, fully understood, and preferably set by mutual agreement. Adequate notice also means giving employees continuous feedback throughout the performance evaluation period. The second factor is fair hearing. Fair hearing includes first a chance to influence the evaluation decision through evidence and argument. Secondly fair hearing includes access to the evaluation decision and lastly an opportunity to challenge the evaluation decision. Judgement based on evidence is the third component of procedural justice. which entails persuading employees that ratings do, in fact, fairly reflect performance by justifying evaluation decisions with performance-related data. Greenberg Discovered that appraisal

ratings based on documented performance observations were widely accepted as compared to undocumented appraisal ratings. (Narcisse & Harcourt, 2008)

Interactional justice

In performance reviews, interactional justice places a strong emphasis on the standard of the interpersonal treatment given to employees.(Narcisse & Harcourt, 2008) Interactional justice is viewed by researchers as consisting of two types Justice which are interpersonal and informational justice. Interactional justice can lead to strong interpersonal interactions and communication over time. (Zwiech, 2021) The interaction justice was divided into interpersonal and informational Justice. (Pattnaik & Tripathy, 2019) The social view of performance evaluation is included in the informational and interpersonal dimensions. They clearly analyse the social views of organizational justice in evaluations. (Ibeogu & Oztüren, 2015)

Interpersonal Justice

There are four factors which affect employees' fairness perceptions of the interpersonal treatment received from the supervisor first is deception which means when supervisors words and actions are conflicting. The second factor is invasion of privacy which means that the supervisor discloses the personal information about the employee to others. The third factor talks about disrespect, disrespect refers to supervisors who are abusive in words or actions. For instance, if the supervisor speaks to a subordinate in a harsh manner in the presence of other employees. The last factor speaks about Derogatory judgments, which refer to false statements and inaccurate judgments made by the supervisor about an employee's performance. In a study it was revealed that one employee had faced such an issue. The affected participant said: 'I was wrongly accused by my supervisor, and after three

separate attempts to try to clarify the matter, she stated that she did not want to hear anything I had to say'.(Narcisse & Harcourt, 2008)

Informational Justice

Informational justice refers to giving people the appropriate knowledge about procedures and processes. (Deepak, 2021) Informational justice is the act of communicating proper reasons for the procedures used in appraising, and the rational of the distribution of rewards to the employees in the organization. This justice has been found to have a significant impact on the relationship between the employee and the organisation on an emotional level. Organization's environment, such as the superiors' character plays an essential role and there is no doubt on the distinct importance of this construct on the justice perception of the employee towards performance evaluation. (Naidu et al., 2015) Employees view informational justice as the right to information. If employees are given accurate information and explanations about the processes used when decisions were made, they are less concerned about the results. (Deepak, 2021) According to (Pattnaik & Tripathy, 2019) This dimension reflects the accuracy and timeliness of information provided by supervisors to subordinates regarding implementation of procedures that result in a certain fashion of outcome distribution'.

Commitment

When employees adopt the organization's goals and values, they are demonstrating their commitment to the organization. (Yalçın et al., 2021) Organisational commitment is the degree to which a person identifies with and is involved in a specific organisation. First, a strong belief in and acceptance of the organization's goals and ideals, followed by a readiness to put up significant effort on behalf of the organisation, and finally, a strong desire to stay a

member of the organisation, can be used to describe organisational commitment. (Cullen 2003, n.d.)

There is a large amount of literature relating to the concept of Organizational commitment. When we talk about organisational commitment, we're talking about a lot of different feelings, attitudes, beliefs, values, and the application of amazing ideas for the benefit of the organisation that an employee works for. It demonstrates a workers' dedication and attachment to the organization and is now commonly recognized as a multidimensional work attitude. It increases trust among staff members, supervisors, owners, units, and other interested parties in any organization. It promotes superior-subordinate relationships more effectively and enhances the workplace environment, which ultimately results in organisational development, growth, and survival. (Yalçın et al., 2021)

Throughout the numerous research, commitment has been highlighted as an important determinant in understanding employee work behaviour in organisations. (Mowday et al., 1979)

Organisational commitment has been conceptualised and quantified in a variety of ways. Model of commitment developed recently by Meyer & Allen talks about three approaches labelled as 'affective', 'continuance' and 'normative' commitment, respectively. (Allen & Meyer, 1990)

Affective Commitment

This approach to organisational commitment, that is most frequently used in the literature, views commitment as an affective or emotional attachment to the organisation, where the strongly committed person identifies with, participates in, and enjoys belonging to

the organization. (Allen & Meyer, 1990). Affective commitment refers to an attachment to social relationships in an organization. (Randall & O'driscoll, 1997) According to (Krishnan et al., 2018) affective commitment refers to the value sharing as well as working without expecting any benefits from the organization. This means that employees have a sense of belonging to the organization for which they are now working.

Continuance commitment

Continuance commitment means commitment based on the costs that employees associate with leaving the organization. (Allen & Meyer, 1990) The term "continuance commitment" refers to the costs that employees may incur after leaving their respective organisations. Employees will prefer to stay rather than leave if the cost of leaving is greater than the cost of remaining in the organisation. (Krishnan et al., 2018)

Normative commitment

A feeling of obligation to stick with the organization is referred to as normative commitment. (Krishnan et al., 2018) According to (Yalçın et al., 2021) Employees who exhibit normative commitment view their continued employment with the company as a moral obligation, and they feel a sense of loyalty to the organization. This dimension of organisational commitment is a type of attachment because employees feel responsible and obligated to their organisations, and as a result, they must exhibit the behaviour of remaining in the organisation. Also, according to (Allen & Meyer, 1990) the normative component refers to employees' feelings of obligation to remain with the organization.

Research Gap

As the research regarding the fairness of performance appraisal is very limited, more research should be conducted.

Objective

-The main purpose of this study is to assess fairness of performance appraisal at TajSats.

-To find the impact of fairness of Performance appraisal on Affective commitment,

Continuance Commitment and Normative Commitment.

Come up with recommendations about the performance appraisal system, and how to take advantage of its applications to maximize its benefits for members of the organization.

Hypothesis 1: There is a significant relationship between fairness of performance appraisal and Affective commitment

Hypothesis 2: There is a significant relationship between fairness of performance appraisal and Continuance Commitment

Hypothesis 3: There is a significant relationship between fairness of performance appraisal and Normative Commitment

Methodology

The study focuses on employees of TajSATS, Goa. One of the probability sampling techniques is the simple random sampling, which gives every member of the population an equal chance of being chosen. The study made use of simple random sampling technique. A total of 90 employees from different departments of TajSATS, Goa were selected for this study.

The participants were given a questionnaire to answer. Out of 90, 72 participants filled the

survey through google form. 5 questions were asked regarding demographics A total of 20 questions were asked for measuring Fairness of Performance Appraisal, 16 questions for measuring Commitment.

For the purpose of analysis, Procedural Justice index, Distributive Justice index, Interpersonal Justice index, Informational Justice index, Affective commitment Index, Continuance commitment index and Normative commitment index have been prepared by taking together, Results of questions belonging to each of the above categories. Fairness of Performance Appraisal index was created (Procedural Justice +Distributive Justice+ Interpersonal Justice+ Informational Justice). Correlation Analysis and regression Analysis was carried out. Also results of each question were explained using graphs and Pie chart.

Data Analysis and Discussion

Demographics

GENDER

Figure 1

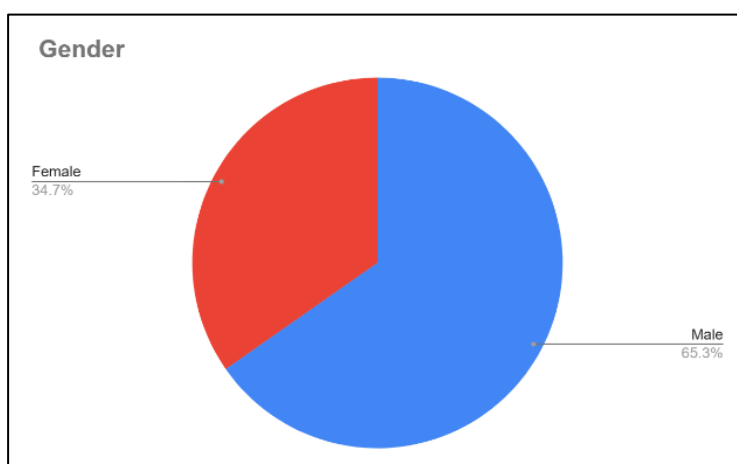


Table 1

Gender	Percentage	Actual Number
Male	65.3%	47
Female	34.7%	25

From Table 1 and Figure 1, we can see that the number of Male respondents is more than that of female respondents. Male are 47 in number which comes to 65.3% and Females are 25 in number which come to 34.7%.

AGE

Figure 2

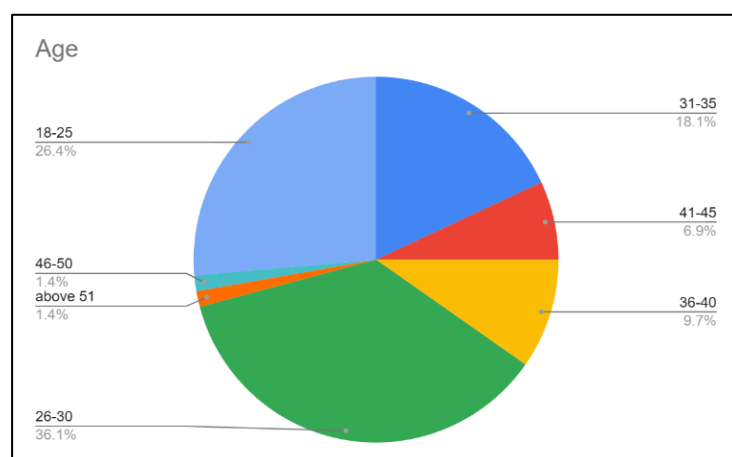


Table 2

Age	Percentage	Actual Number
18-25	26.4%	19
26-30	36.1%	26
31-35	18.1%	13
36-40	9.7%	7
41-45	6.9%	5
46-50	1.4%	1
Above 51	1.4%	1

From Table 2 and Figure 2 we can see that out of 72 Respondents, 19 respondents which comes to 26.4% belong to the age group 18-25. 26 respondents which comes to 36.1% belong to the age group 26-30. 13 respondents which comes to 18.1% belong to the age group 31-35. 7 respondents which comes to 9.7% belong to the age group 36-40. 5 respondents which comes to 6.9% belong to the age group 41-45. 1 respondent which comes to 1.4% belong to the age group 46-50. 1 respondent which come to 1.4% belongs to the age group above 51.

EDUCATIONAL QUALIFICATION

Figure 3

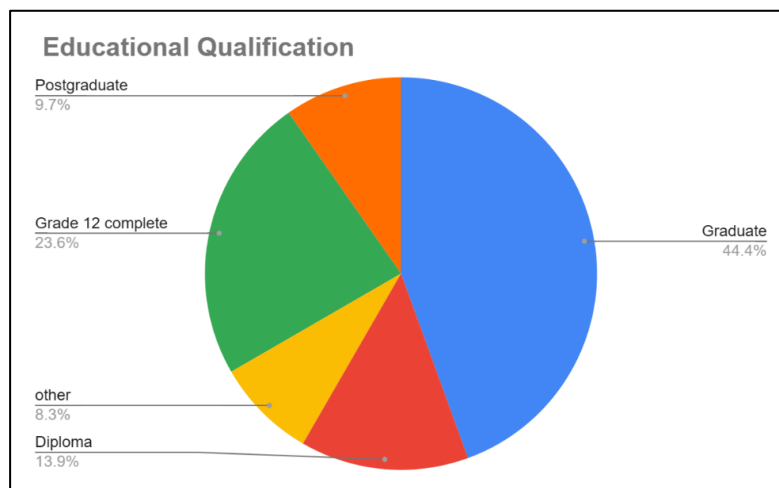


Table 3

Educational Qualification	Percentage	Actual Number
Grade 12 Complete	23.6%	17
Graduate	44.4%	32
Postgraduate	9.7%	7
Diploma	13.9%	10
Others	8.3%	6

From Table 3 and Figure 3 we can see that from 72 respondents, 17 which come to 23.6% have completed their education till 12th Grade. 32 Respondents which comes to 44.4% have completed their graduation. 7 respondents which comes to 9.7% have completed their Postgraduation. 10 Respondents which comes to 13.9% have completed their Diploma and 6 respondents which come to 8.3% represent other. Others example bakery courses.

SALARY

Figure 4

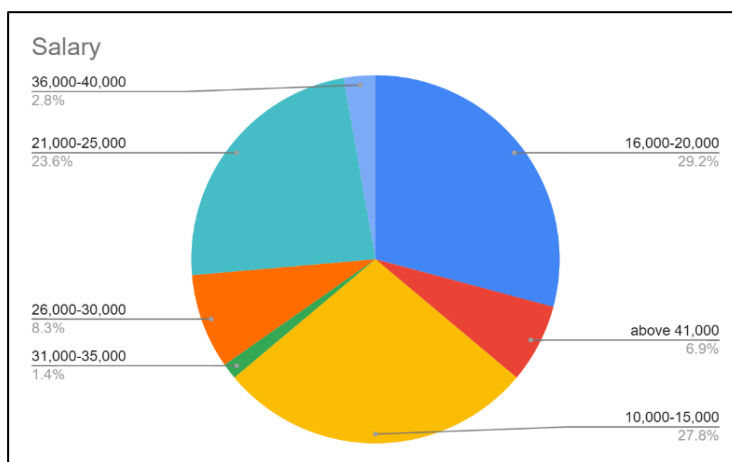


Table 4

Salary	Percentage	Actual number
10,000-15,000	27.8%	20
16,000-20,000	29.2%	21
21,000-25,000	23.6%	17
26,000-30,000	8.3%	6
31,000-35,000	1.4%	1
36,000-40,000	2.8%	2
Above 41,000	6.9%	5

From Table 4 and Figure 4 we can see that out of 72 respondents, 20 which comes to 27.8% receive a salary between 10,000-15,000. 21 respondents which come to 29.2% receive a salary between 16,000-20,000. 17 respondents which comes to 23.6%, receive a salary

between 21,000-25,000. 6 respondents which comes to 8.3%, receive a salary between 26,000-30,000. 1 respondent which comes to 1.4%, receives a salary between 31,000-35,000. 2 respondents which comes to 2.8%, receive salary between 36,000-40,000. 5 respondents which comes to 6.9%, receive a salary above 41,000.

LENGTH OF SERVICE

Figure 5

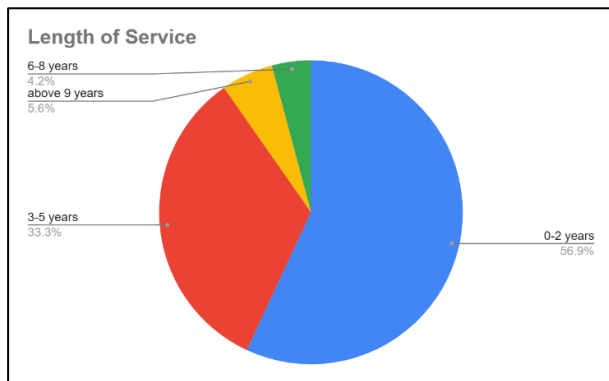


Table 5

Length of Service	Percentage	Actual Number
0-2 years	56.9%	41
3-5 years	33.3%	24
6-8 years	4.2%	3
Above 9 years	5.6%	4

From Table 5 and Figure 5 we can see that out of 72 respondents, 41 respondents which comes to 56.9%, their length of service has been between 0-2 years. 24 respondents which comes to 33.3%, their length of service is between 3-5 years. 3 respondents which come to 4.2%, their length of service is between 6-8 years. 4 respondents which comes to 5.6%, their length of service is above 9 years.

DEPARTMENT

Figure 6

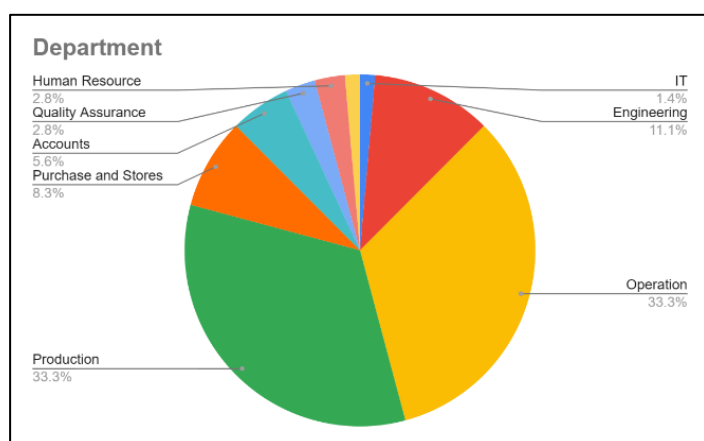


Table 6

Department	Percentage	Actual Number
Production	33.3%	24
Operations	33.3%	24
Quality Assurance	2.8%	2
Engineering	11.1%	8
Transport	1.4%	1
Accounts	5.6%	4
Human Resource	2.8%	2
Purchase and Stores	8.3%	6
IT	1.4%	1

From table 6 we can see that out of 72 respondents, 24 respondents which comes to 33.3% are from Production department. 24 respondents which comes to 33.3% are from Operations department. 2 respondents which comes to 2.8% are from Quality assurance Department. 8 respondents which comes to 11.1% are from Engineering Department. 1 respondent which comes to 1.4% is from transport Department. 4 respondents which comes to 5.6% are from Accounts department. 2 respondents which come to 2.8% are from Human resource Department. 6 respondents which comes to 8.3% are from Purchase and Stores Department. 1 respondent which comes to 1.4% is from IT department.

Procedural Justice Questions

Figure 7

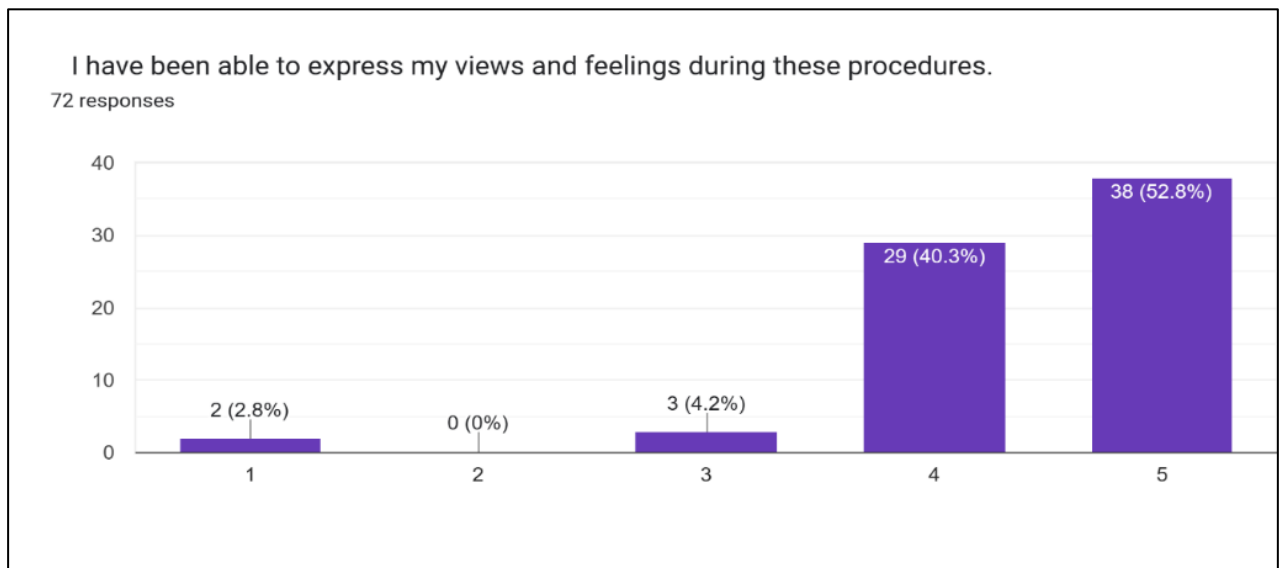


Table 7

Options	Number of respondents	Percentage
1- Strongly Disagree	2	2.8%
2- Disagree	0	0%
3- Neutral	3	4.2%
4- Agree	29	40.3%
5- Strongly Agree	38	52.8%

From the above Figure 7 and Table 7 we can see that out of 72 respondents, 2 respondents which comes to 2.8% “Strongly Disagree”, 0 respondents which comes to 0% “Disagree” with the statement. 3 respondents which comes to 4.2% have opted for “Neutral”, 29 respondents which comes to 40.3% “Agree” to the Statement and 38 respondents which comes to 52.8% “Strongly Agree” with the statement.

When we Conduct the Descriptive Statistics, we can see that the mode for the question is 5 which means most of the Respondents have Strongly Agreed to the Statement.

Figure 8

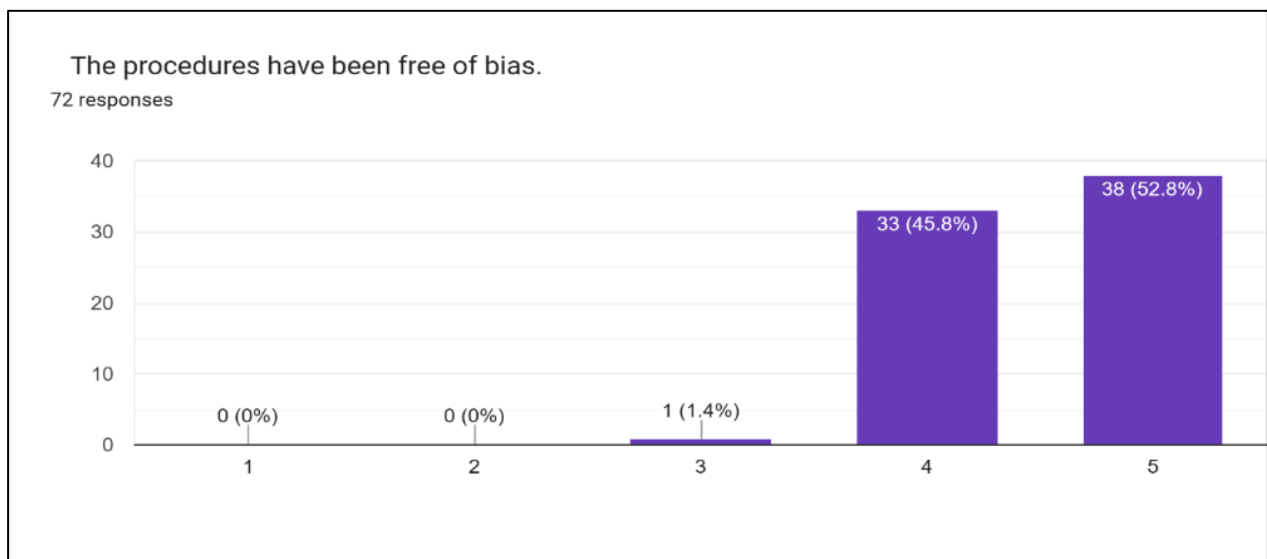


Table 8

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	0	0%
3- Neutral	1	1.4%
4- Agree	33	45.8%
5- Strongly Agree	38	52.8%

From the above Figure 8 and Table 8 we can see that out of 72 respondents, 0 respondents which comes to 0% “Strongly Disagree”, 0 respondents which comes to 0% Disagree” with the statement. 1 respondent which comes to 1.4% have opted for “Neutral”, 33 respondents which comes to 45.8% “Agree” to the Statement and 38 respondents which comes to 52.8% “Strongly Agree” with the statement.

When we Conduct the Descriptive Statistics, we can see that the mode for the question is 5 which means most of the Respondents have “Strongly Agreed” to the Statement.

Figure 9

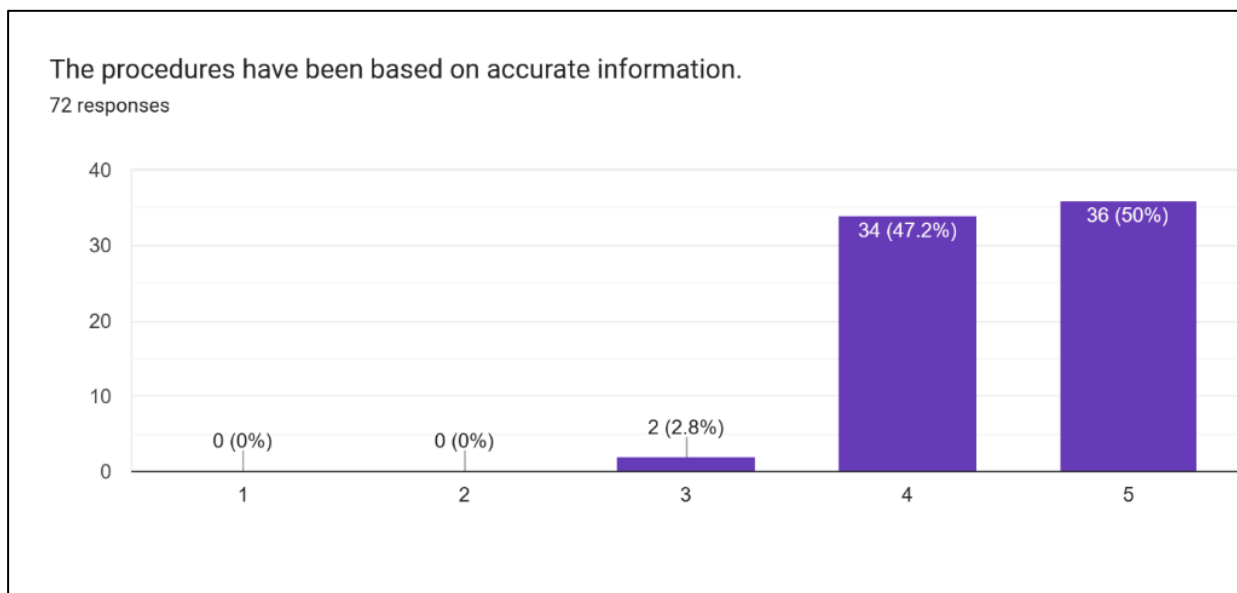


Table 9

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	0	0%
3- Neutral	2	2.8%
4- Agree	34	47.2%
5- Strongly Agree	36	50%

From the above Figure 9 and Table 9 we can see that out of 72 respondents, 0 respondents which comes to 0% “Strongly Disagree”, 0 respondents which comes to 0% “Disagree” with the statement. 2 respondent which comes to 2.8% have opted for “Neutral”, 34 respondents which comes to 47.2% “Agree” to the Statement and 36 respondents which comes to 50% “Strongly Agree” with the statement.

When we Conduct the Descriptive Statistics, we can see that the mode for the question is 5 which means most of the Respondents have “Strongly Agreed” to the Statement.

Figure 10

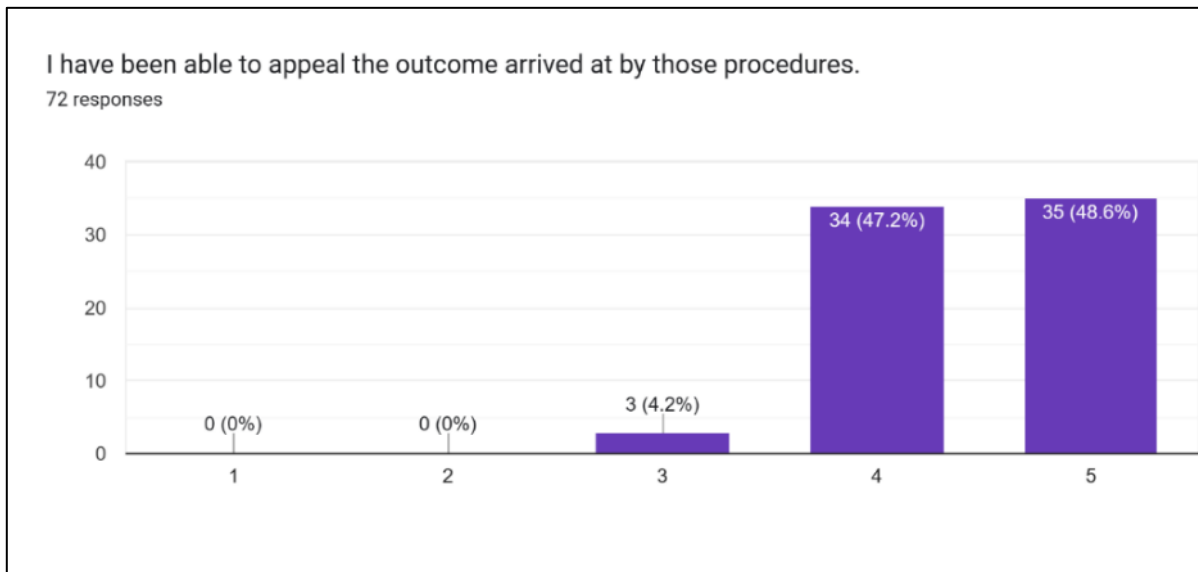


Table 10

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	0	0%
3- Neutral	3	4.2%
4- Agree	34	47.2%
5- Strongly Agree	35	48.6%

From the above Figure 10 and Table 10 we can see that out of 72 respondents, 0 respondents which comes to 0% “Strongly Disagree”, 0 respondents which comes to 0% “Disagree” with the statement. 3 respondent which comes to 4.2% have opted for “Neutral”, 34 respondents which comes to 47.2% “Agree” to the Statement and 35 respondents which comes to 46.8% “Strongly Agree” with the statement.

When we Conduct the Descriptive Statistics, we can see that the mode for the question is 5 which means most of the Respondents have “Strongly Agreed” to the Statement.

Figure 11

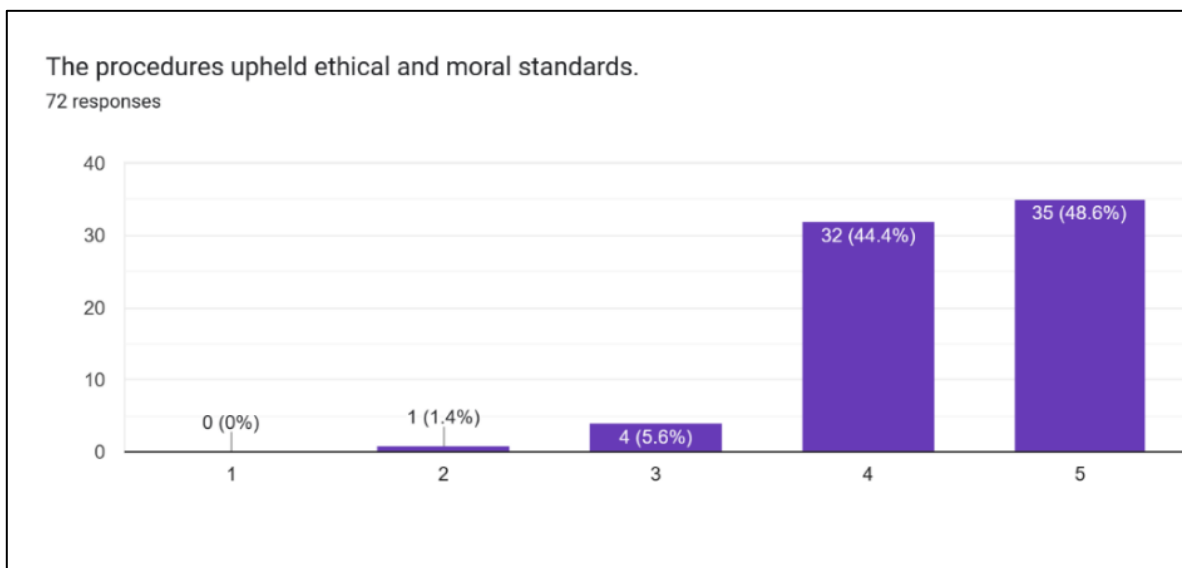


Table 11

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	1	1.4%
3- Neutral	4	5.6%
4- Agree	32	44.4%
5- Strongly Agree	35	48.6%

From the above Figure 11 and Table 11 we can see that out of 72 respondents, 0 respondents which comes to 0% “Strongly Disagree”, 1 respondent which comes to 1.4% “Disagree” with the statement. 4 respondent which comes to 5.6% have opted for “Neutral”, 32 respondents which comes to 44.4% “Agree” to the Statement and 35 respondents which comes to 48.6% “Strongly Agree” with the statement. When we Conduct the Descriptive Statistics, we can see that the mode for the question is 5 which means most of the Respondents have “Strongly Agreed” to the Statement. From Tables 7,8,9,10,11 we can see that a large number of respondents have “Agreed” and “Strongly Agreed” to the statements which proves that there is Procedural Justice in the Performance Appraisal system at TajSats.

Distributive Justice Questions

Figure 12

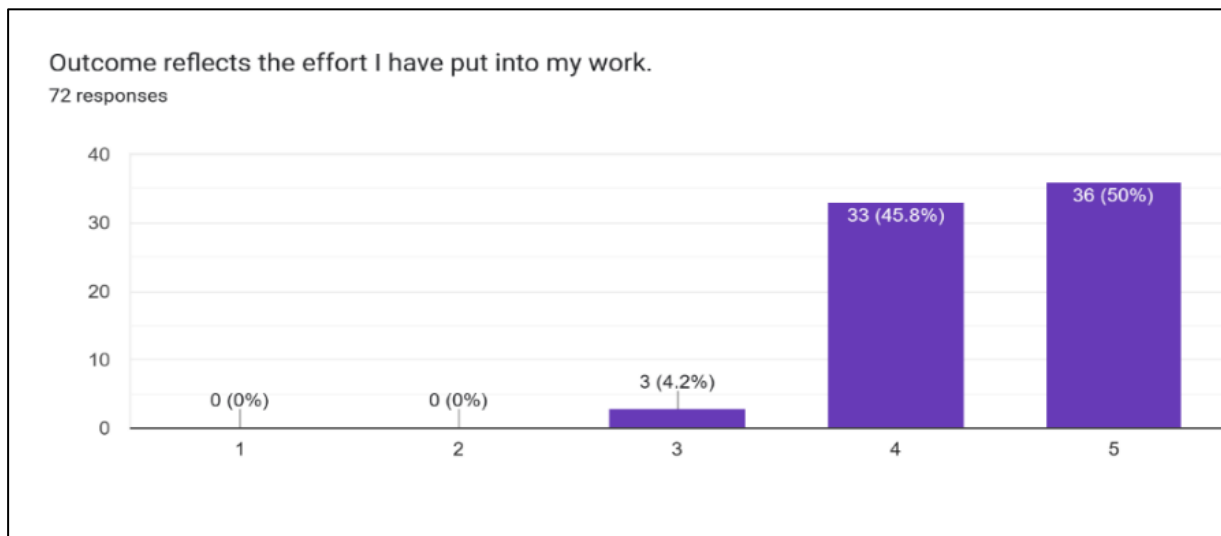


Table 12

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	0	0%
3- Neutral	3	4.2%
4- Agree	33	45.8%
5- Strongly Agree	36	50%

From the above Figure 12 and Table 12 we can see that out of 72 respondents, 0 respondents which comes to 0% “Strongly Disagree”, 0 respondent which comes to 0% “Disagree” with the statement. 3 respondent which comes to 4.2% have opted for “Neutral”, 33 respondents which comes to 45.8% “Agree” to the Statement and 36 respondents which comes to 50% “Strongly Agree” with the statement.

When we Conduct the Descriptive Statistics, we can see that the mode for the question is 5 which means most of the Respondents have “Strongly Agreed” to the Statement.

Figure 13

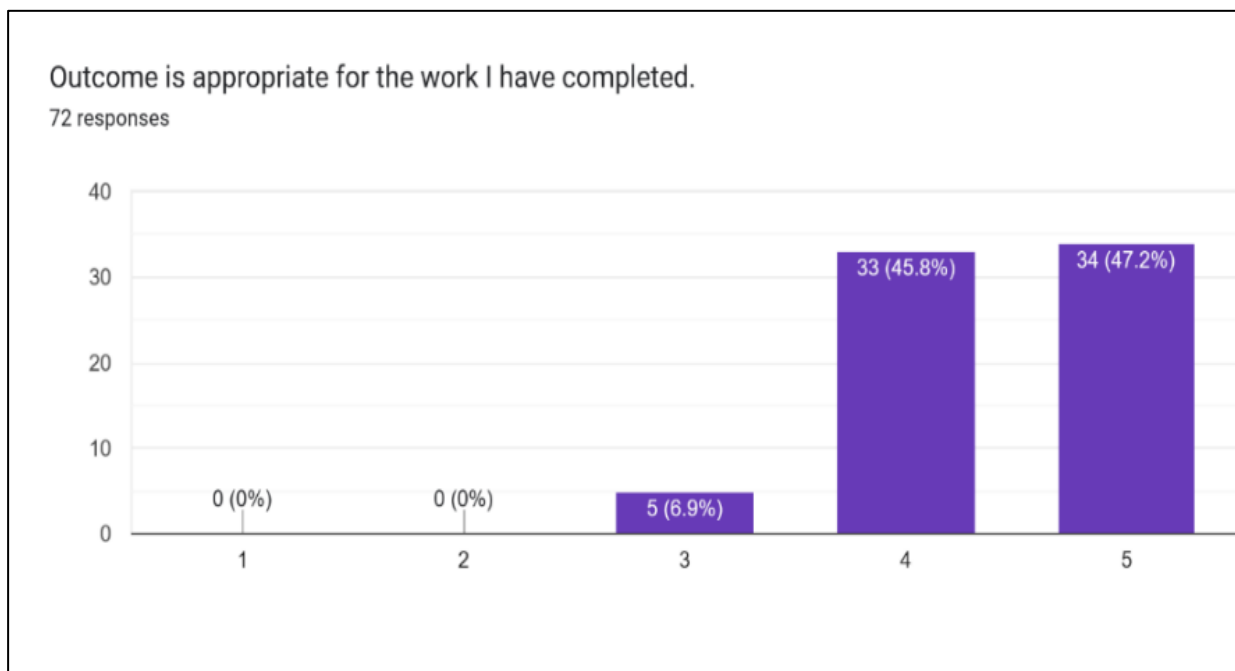


Table 13

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	0	0%
3- Neutral	5	6.9%
4- Agree	33	45.8%
5- Strongly Agree	34	47.2%

From the above Figure 13 and Table 13 we can see that out of 72 respondents, 0 respondents which comes to 0% “Strongly Disagree”, 0 respondent which comes to 0% “Disagree” with the statement. 5 respondent which comes to 6.9% have opted for “Neutral”, 33 respondents which comes to 45.8% “Agree” to the Statement and 34 respondents which comes to 47.2% “Strongly Agree” with the statement.

When we Conduct the Descriptive Statistics, we can see that the mode for the question is 5 which means most of the Respondents have “Strongly Agreed” to the Statement.

Figure 14

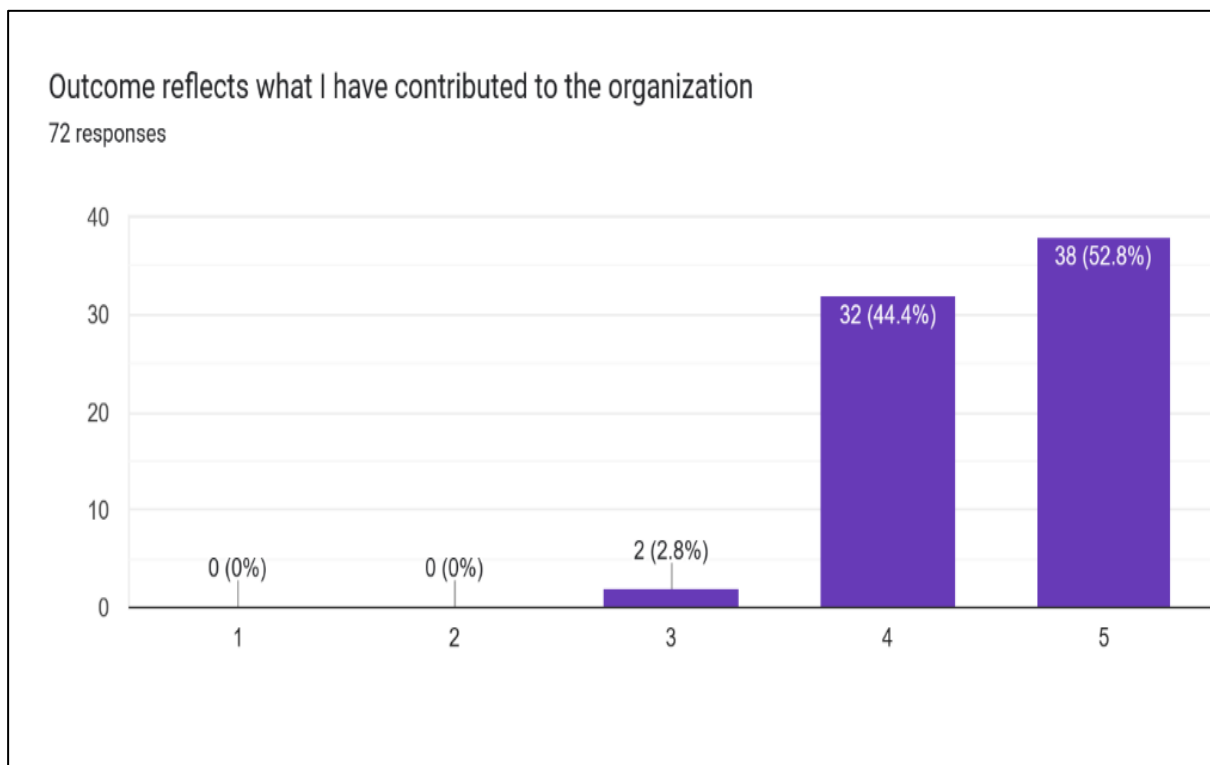


Table 14

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	0	0%
3- Neutral	2	2.8%
4- Agree	32	44.4%
5- Strongly Agree	38	52.8%

From the above Figure 14 and Table 14 we can see that out of 72 respondents, 0 respondents which comes to 0% “Strongly Disagree”, 0 respondent which comes to 0% “Disagree” with the statement. 2 respondent which comes to 2.8% have opted for “Neutral”, 32 respondents which comes to 44.4% “Agree” to the Statement and 38 respondents which comes to 52.8% “Strongly Agree” with the statement.

When we Conduct the Descriptive Statistics, we can see that the mode for the question is 5 which means most of the Respondents have “Strongly Agreed” to the Statement.

Figure 15

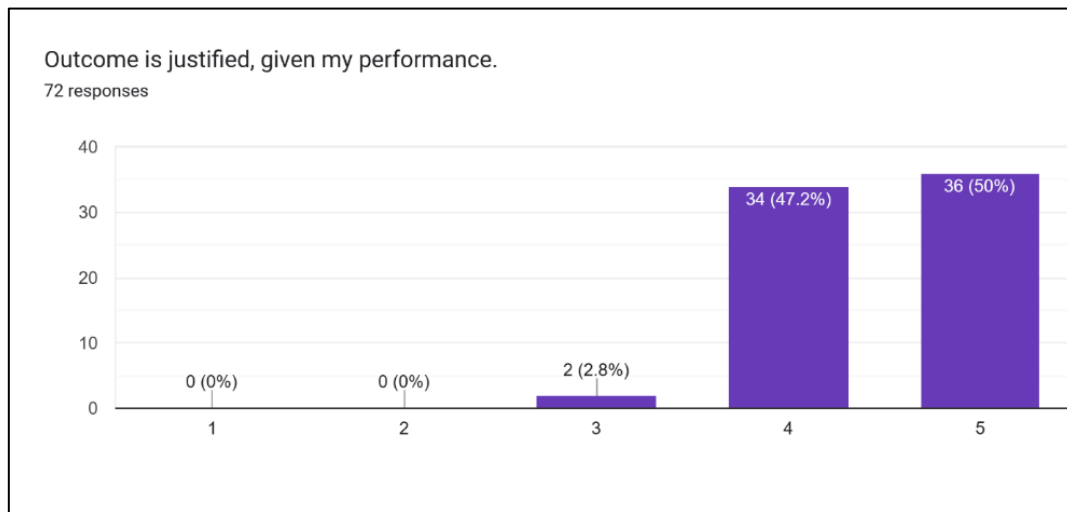


Table 15

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	0	0%
3- Neutral	2	2.8%
4- Agree	34	47.2%
5- Strongly Agree	36	50%

From the above Figure 15 and Table 15 we can see that out of 72 respondents, 0 respondents which comes to 0% “Strongly Disagree”, 0 respondent which comes to 0% “Disagree” with the statement. 2 respondent which comes to 2.8% have opted for “Neutral”, 34 respondents which comes to 47.2% “Agree” to the Statement and 36 respondents which comes to 50% “Strongly Agree” with the statement.

When we Conduct the Descriptive Statistics, we can see that the mode for the question is 5 which means most of the Respondents have “Strongly Agreed” to the Statement. From Tables 12,13,14,15 we can see that a large number of respondents have “Agreed” and “Strongly Agreed” to the statements which proves that there is Distributive Justice (fairness) in the Performance Appraisal system at TajSats.

Interpersonal Justice

Figure 16

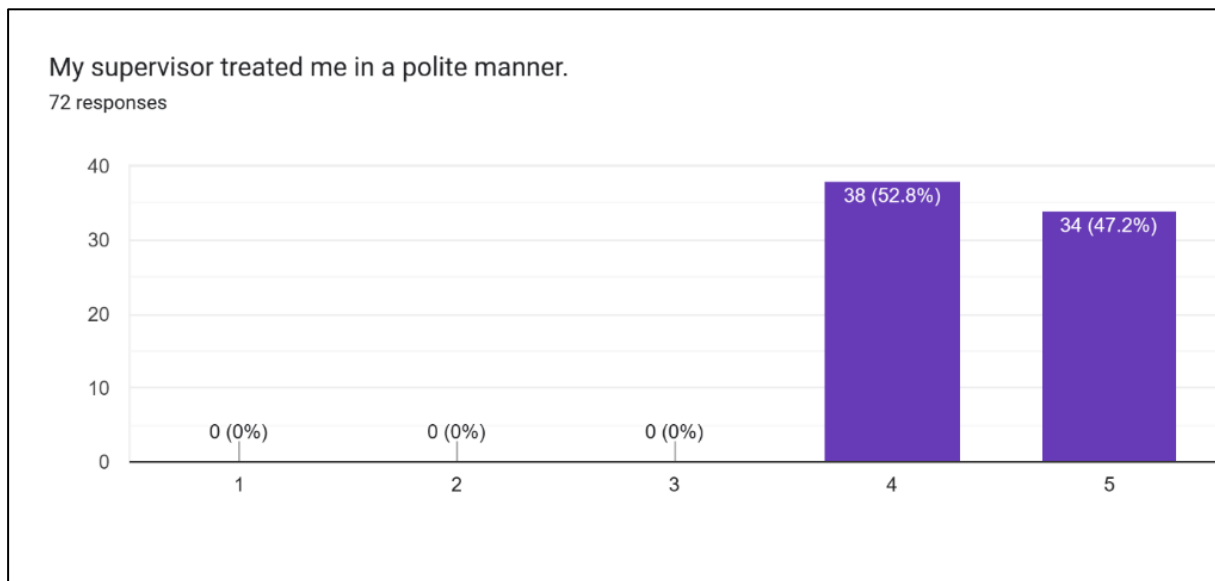


Table 16

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	0	0%
3- Neutral	0	0%
4- Agree	38	52.8%
5- Strongly Agree	34	47.2%

From the above Figure 16 and Table 16 we can see that out of 72 respondents, 0 respondents which comes to 0% “Strongly Disagree”, 0 respondent which comes to 0% “Disagree” with the statement. 0 respondent which comes to 0% have opted for “Neutral”, 38 respondents which comes to 52.8% “Agree” to the Statement and 34 respondents which comes to 47.2% “Strongly Agree” with the statement.

When we Conduct the Descriptive Statistics, we can see that the mode for the question is 4 which means most of the Respondents have “Agreed” to the Statement.

Figure 17

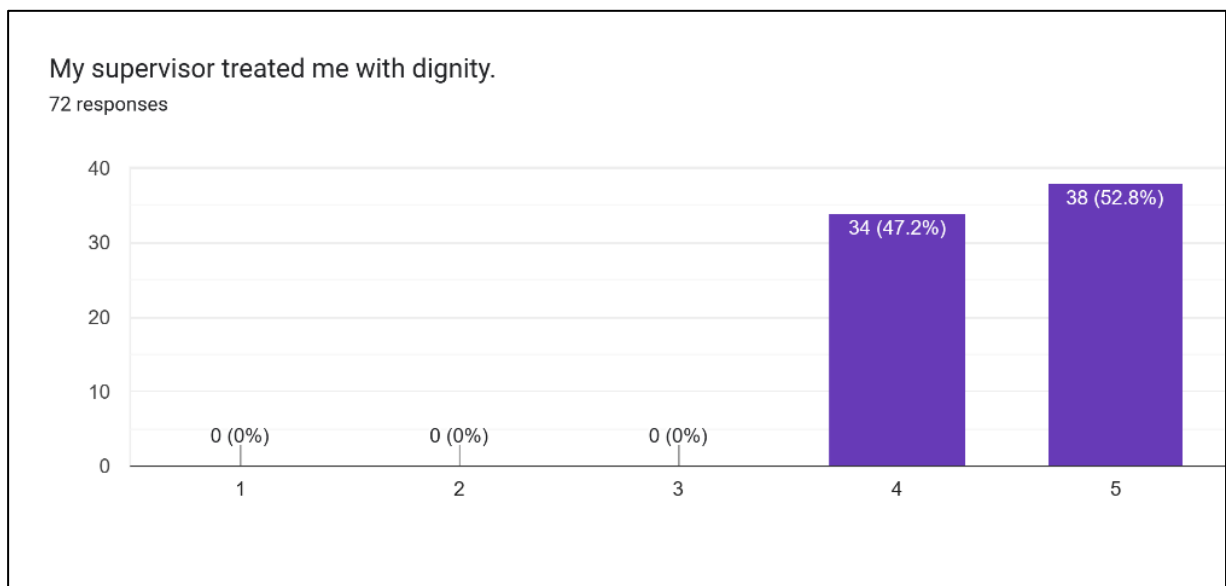


Table 17

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	0	0%
3- Neutral	0	0%
4- Agree	34	47.2%
5- Strongly Agree	38	52.8%

From the above Figure 17 and Table 17 we can see that out of 72 respondents, 0 respondents which comes to 0% “Strongly Disagree”, 0 respondent which comes to 0% “Disagree” with the statement. 0 respondent which comes to 0% have opted for “Neutral”, 34 respondents which comes to 47.2% “Agree” to the Statement and 38 respondents which comes to 52.8% “Strongly Agree” with the statement.

When we Conduct the Descriptive Statistics, we can see that the mode for the question is 5 which means most of the Respondents have “ Strongly Agreed” to the Statement.

Figure 18

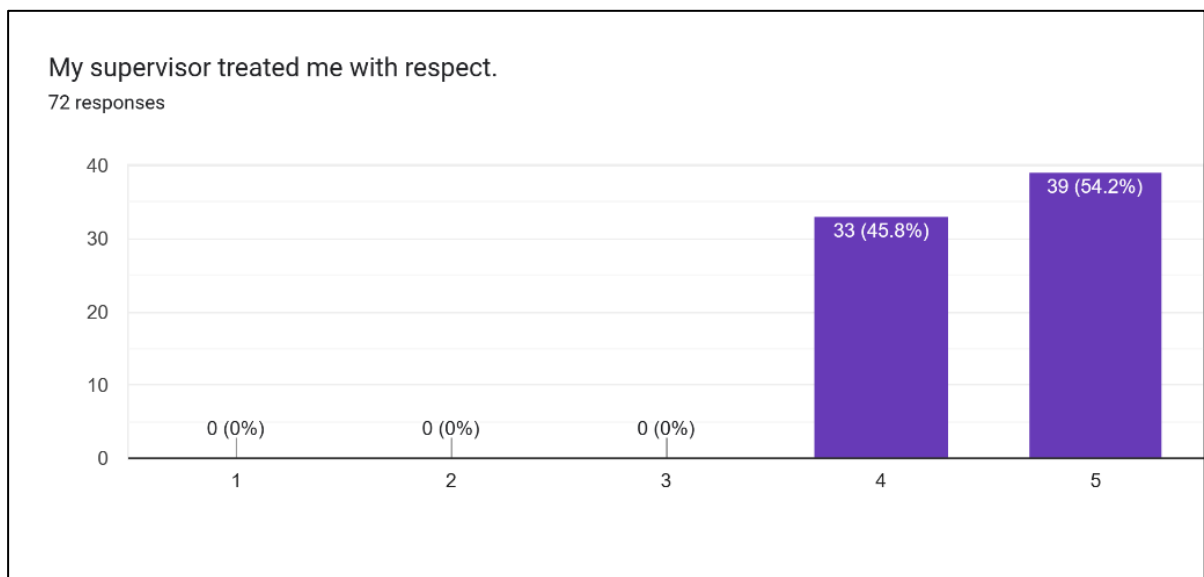


Table 18

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	0	0%
3- Neutral	0	0%
4- Agree	33	45.8%
5- Strongly Agree	39	54.2%

From the above Figure 18 and Table 18 we can see that out of 72 respondents, 0 respondents which comes to 0% “Strongly Disagree”, 0 respondent which comes to 0% “Disagree” with the statement. 0 respondent which comes to 0% have opted for “Neutral”, 33 respondents which comes to 45.8% “Agree” to the Statement and 39 respondents which comes to 54.2% “Strongly Agree” with the statement. Total Number of respondents is 72.

When we Conduct the Descriptive Statistics, we can see that the mode for the question is 5 which means most of the Respondents have “Strongly Agreed” to the Statement.

Figure 19

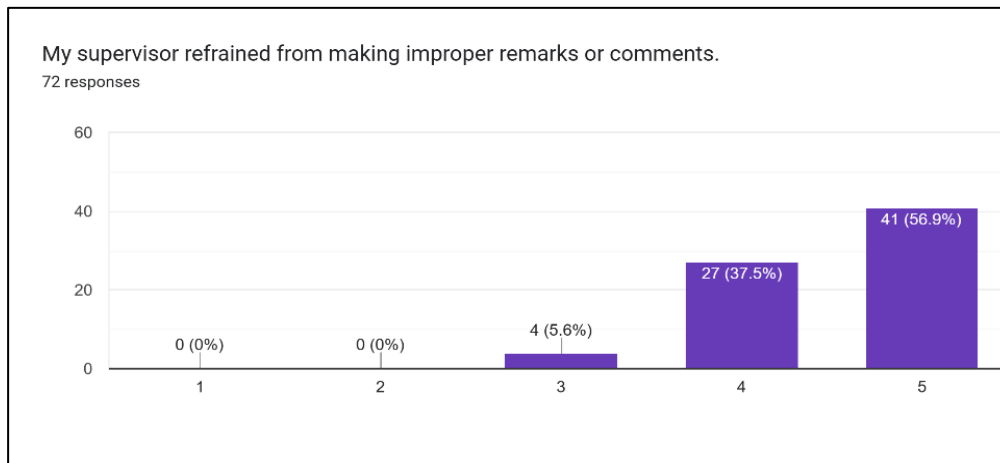


Table 19

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	0	0%
3- Neutral	4	5.6%
4- Agree	27	37.5%
5- Strongly Agree	41	56.9%

From the above Figure 19 and Table 19 we can see that out of 72 respondents, 0 respondents which comes to 0% “Strongly Disagree”, 0 respondent which comes to 0% “Disagree” with the statement. 4 respondent which comes to 5.6% have opted for “Neutral”, 27 respondents which comes to 37.5% “Agree” to the Statement and 41 respondents which comes to 56.9% “Strongly Agree” with the statement.

When we Conduct the Descriptive Statistics, we can see that the mode for the question is 5 which means most of the Respondents have “Strongly Agreed” to the Statement.

From Tables 16,17,18,19 we can see that a large number of respondents have “Agreed” and “Strongly Agreed” to the statements which proves that there is Interpersonal Justice (fairness) in the Performance Appraisal system at TajSats.

Informational Justice

Figure 20

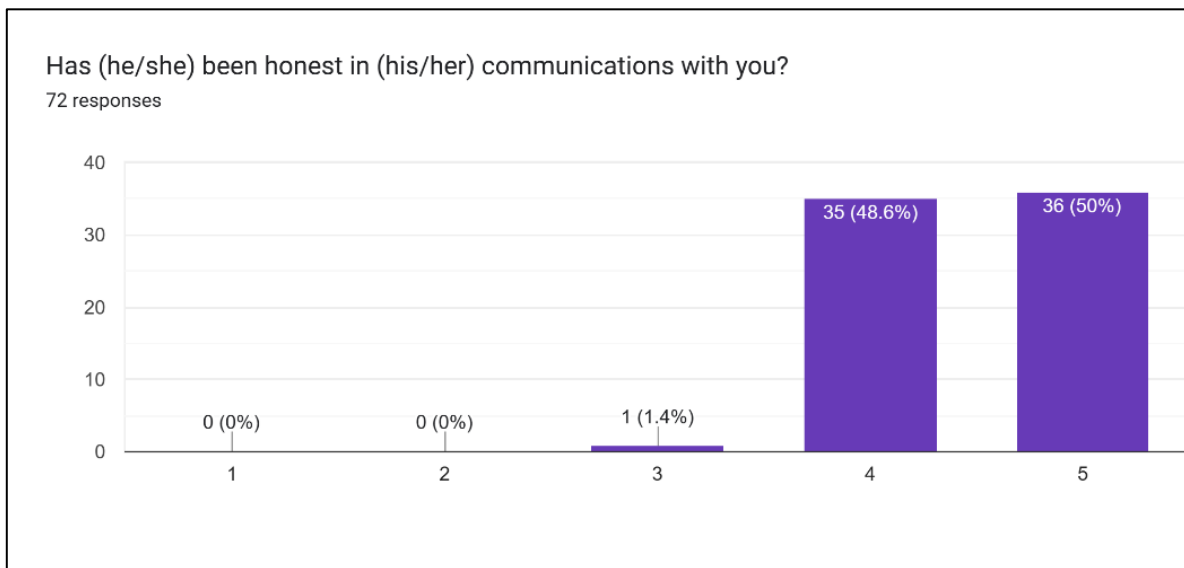


Table 20

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	0	0%
3- Neutral	1	1.4%
4- Agree	35	48.6%
5- Strongly Agree	36	50%

From the above Figure 20 and Table 20 we can see that out of 72 respondents, 0 respondents which comes to 0% “Strongly Disagree”, 0 respondent which comes to 0% “Disagree” with the statement. 1 respondent which comes to 1.4% have opted for “Neutral”, 35 respondents which comes to 48.6% “Agree” to the Statement and 36 respondents which comes to 50% “Strongly Agree” with the statement.

When we Conduct the Descriptive Statistics, we can see that the mode for the question is 5 which means most of the Respondents have “Strongly Agreed” to the Statement.

Figure 21

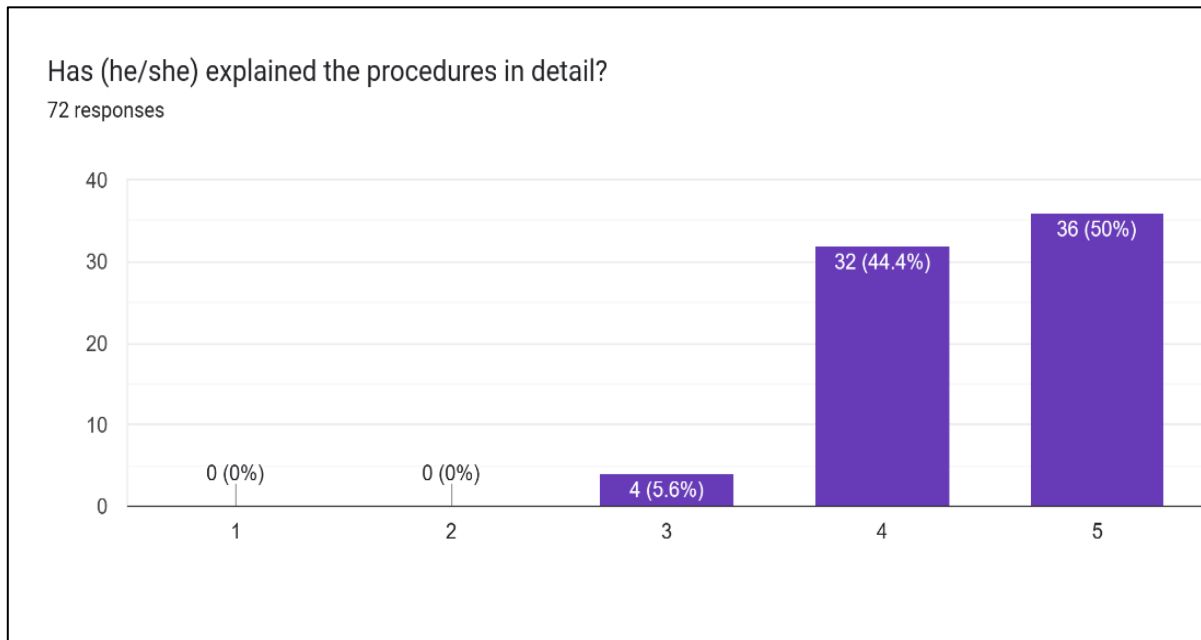


Table 21

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	0	0%
3- Neutral	4	5.6%
4- Agree	32	44.4%
5- Strongly Agree	36	50%

From the above Figure 21 and Table 21 we can see that out of 72 respondents, 0 respondents which comes to 0% “Strongly Disagree”, 0 respondent which comes to 0% “Disagree” with the statement. 4 respondent which comes to 5.6% have opted for “Neutral”, 32 respondents which comes to 44.4% “Agree” to the Statement and 36 respondents which comes to 50% “Strongly Agree” with the statement.

When we Conduct the Descriptive Statistics, we can see that the mode for the question is 5 which means most of the Respondents have “Strongly Agreed” to the Statement.

Figure 22

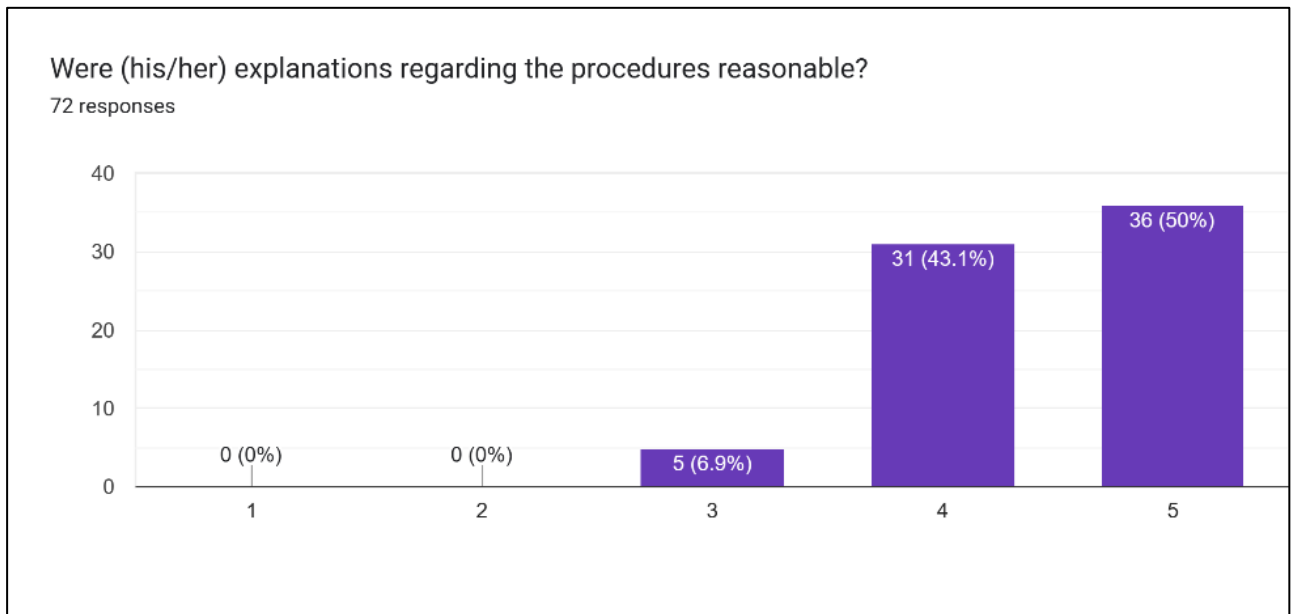


Table 22

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	0	0%
3- Neutral	5	6.9%
4- Agree	31	43.1%
5- Strongly Agree	36	50%

From the above Figure 22 and Table 22 we can see that out of 72 respondents, 0 respondents which comes to 0% “Strongly Disagree”, 0 respondent which comes to 0% “Disagree” with the statement. 5 respondent which comes to 6.9% have opted for “Neutral”, 31 respondents which comes to 43.1% “Agree” to the Statement and 36 respondents which comes to 50% “Strongly Agree” with the statement.

When we Conduct the Descriptive Statistics, we can see that the mode for the question is 5 which means most of the Respondents have “Strongly Agreed” to the Statement.

Figure 23

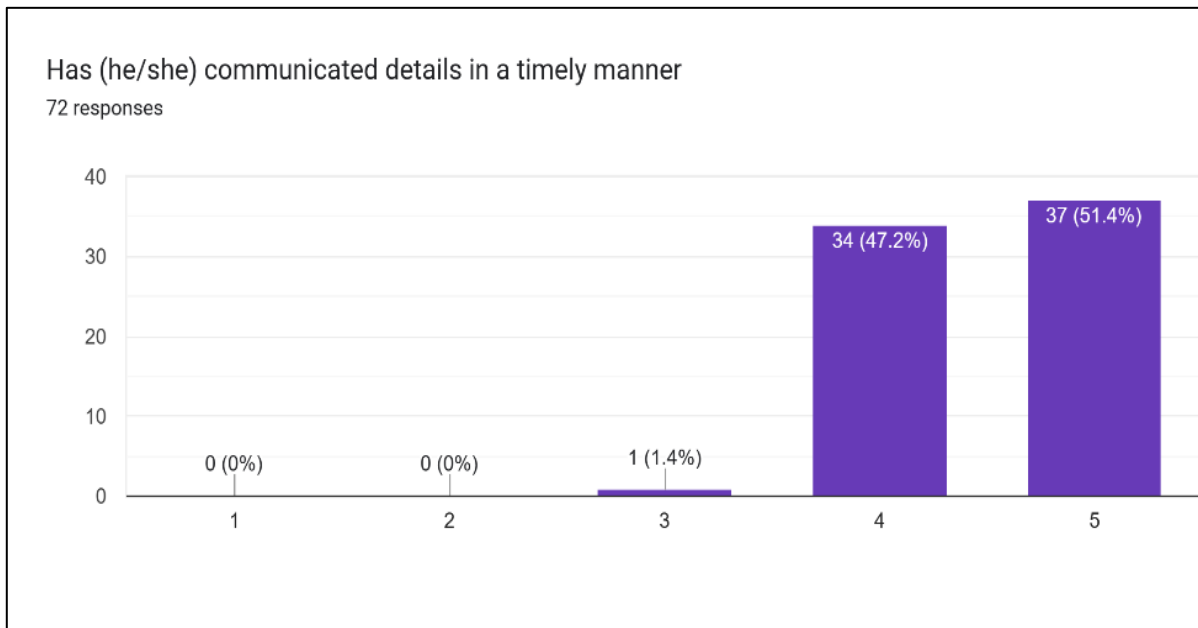


Table 23

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	0	0%
3- Neutral	1	1.4%
4- Agree	34	47.2%
5- Strongly Agree	37	51.4%

From the above Figure 23 and Table 23 we can see that out of 72 respondents, 0 respondents which comes to 0% “Strongly Disagree”, 0 respondent which comes to 0% “Disagree” with the statement. 1 respondent which comes to 1.4% have opted for “Neutral”, 34 respondents which comes to 47.2% “Agree” to the Statement and 37 respondents which comes to 51.4% “Strongly Agree” with the statement.

When we Conduct the Descriptive Statistics, we can see that the mode for the question is 5 which means most of the Respondents have “Strongly Agreed” to the Statement.

Figure 24

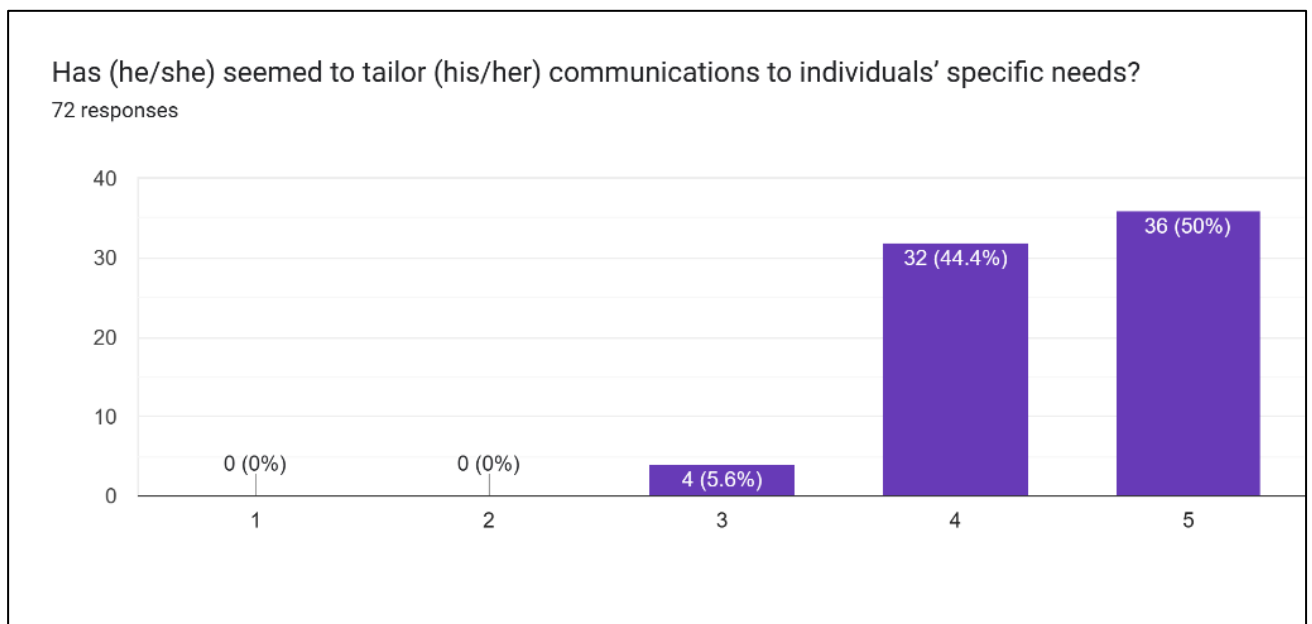


Table 24

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	0	0%
3- Neutral	4	5.6%
4- Agree	32	44.4%
5- Strongly Agree	36	50%

From the above Figure 24 and Table 24 we can see that out of 72 respondents, 0 respondents which comes to 0% “Strongly Disagree”, 0 respondent which comes to 0% “Disagree” with the statement. 4 respondent which comes to 5.6% have opted for “Neutral”, 32 respondents which comes to 44.4% “Agree” to the Statement and 36 respondents which comes to 50% “Strongly Agree” with the statement.

When we Conduct the Descriptive Statistics, we can see that the mode for the question is 5 which means most of the Respondents have “Strongly Agreed” to the Statement.

Figure 25

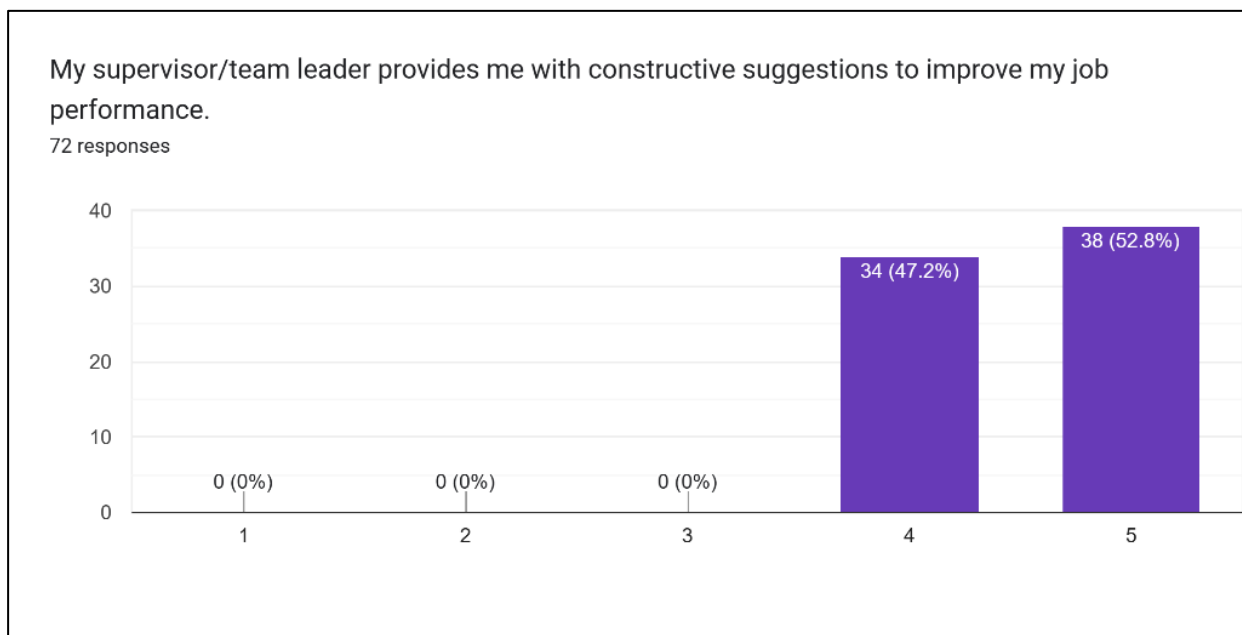


Table 25

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	0	0%
3- Neutral	0	0%
4- Agree	34	47.2%
5- Strongly Agree	38	52.8%

From the above Figure 25 and Table 25 we can see that 0 respondents which comes to 0% “Strongly Disagree”, 0 respondent which comes to 0% “Disagree” with the statement. 0 respondent which comes to 0% have opted for “Neutral”, 34 respondents which comes to 47.2% “Agree” to the Statement and 38 respondents which comes to 52.8% “Strongly Agree” with the statement.

When we Conduct the Descriptive Statistics, we can see that the mode for the question is 5 which means most of the Respondents have “Strongly Agreed” to the Statement.

Figure 26

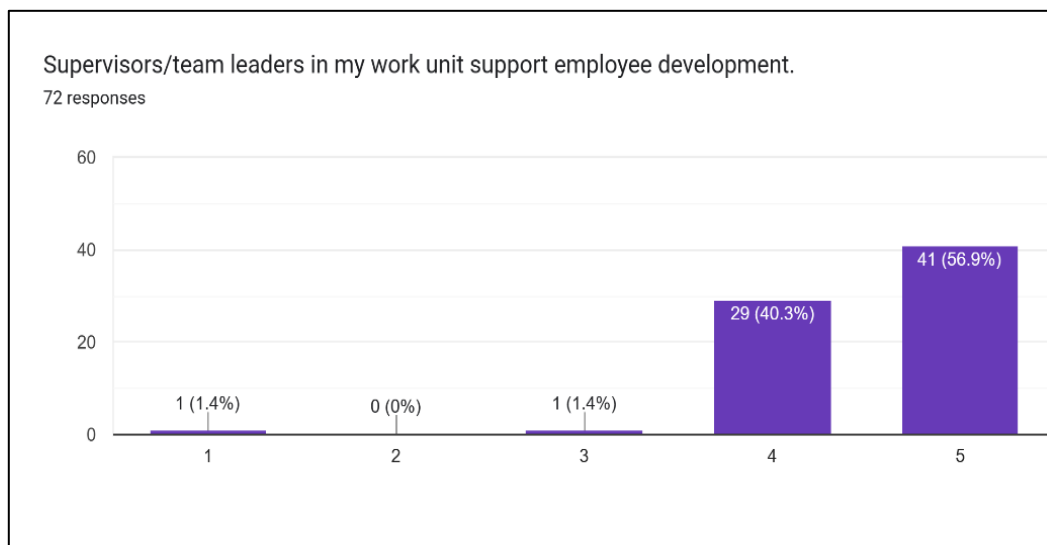


Table 26

Options	Number of respondents	Percentage
1- Strongly Disagree	1	1.4%
2- Disagree	0	0%
3- Neutral	1	1.4%
4- Agree	29	40.3%
5- Strongly Agree	41	56.9%

From the above Figure 26 and Table 26 we can see that out of 72 respondents, 1 respondent which comes to 1.4% “Strongly Disagree”, 0 respondent which comes to 0% “Disagree” with the statement. 1 respondent which comes to 1.4% have opted for “Neutral”, 29 respondents which comes to 40.3% “Agree” to the Statement and 41 respondents which comes to 56.9% “Strongly Agree” with the statement.

When we Conduct the Descriptive Statistics, we can see that the mode for the question is 5 which means most of the Respondents have “Strongly Agreed” to the Statement.

From Tables 20,21,22,23,24,25,26 we can see that a large number of respondents have “Agreed” and “Strongly Agreed” to the statements which proves that there is Informational Justice (fairness) in the Performance Appraisal system at TajSats.

Commitment

Affective Commitment

Figure 27

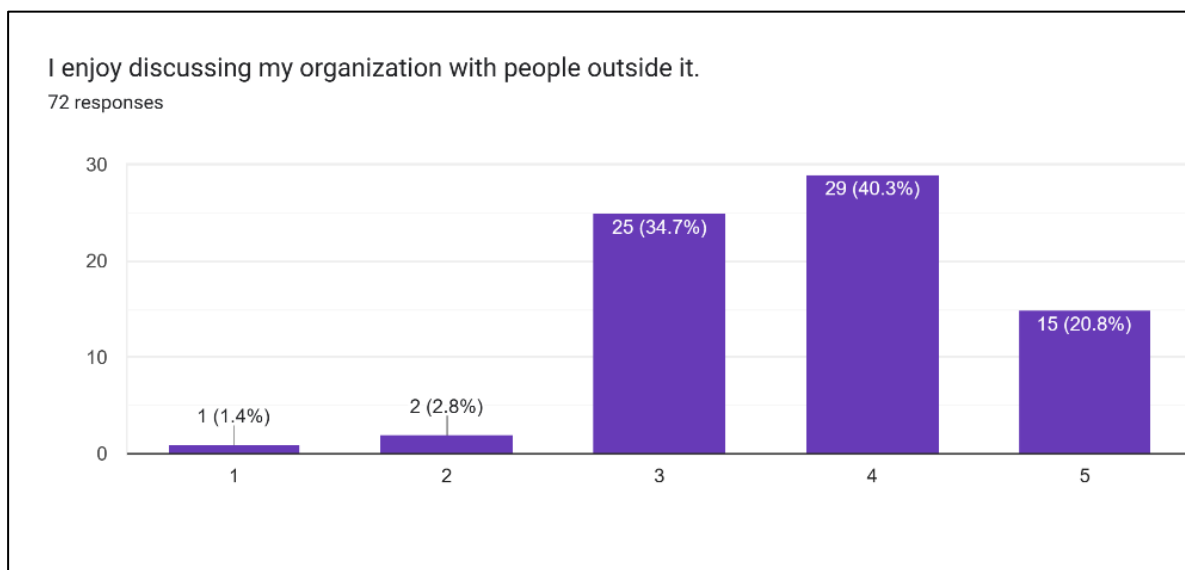


Table 27

Options	Number of respondents	Percentage
1- Strongly Disagree	1	1.4%
2- Disagree	2	2.8%
3- Neutral	25	34.7%
4- Agree	29	40.3%
5- Strongly Agree	15	20.8%

From the above Figure 27 and Table 27 we can see that out of 72 respondents, 1 respondent which comes to 1.4% “Strongly Disagree”, 2 respondents which comes to 2.8% Disagree” with the statement. 25 respondents which comes to 34.7% have opted for “Neutral”, 29

respondents which comes to 40.3% “Agree” to the Statement and 15 respondents which comes to 20.8% “Strongly Agree” with the statement.

When we Conduct the Descriptive Statistics, we can see that the mode for the question is 4 which means most of the Respondents have “Agreed” to the Statement.

Figure 28

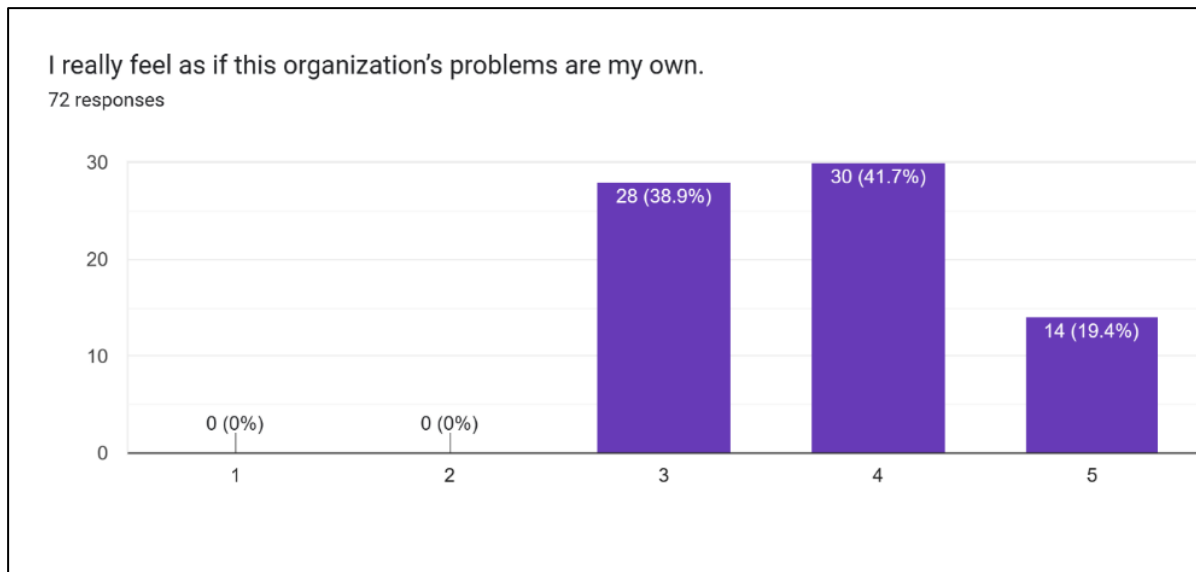


Table 28

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	0	0%
3- Neutral	28	38.9%
4- Agree	30	41.7%
5- Strongly Agree	14	19.4%

From the above Figure 28 and Table 28 we can see that out of 72 respondents, 0 respondents which comes to 0% “Strongly Disagree”, 0 respondent which comes to 0% “Disagree” with the statement. 28 Respondents which comes to 38.9% have opted for “Neutral”, 30 respondents which comes to 41.7% “Agree” to the Statement and 14 respondents which comes to 19.4% “Strongly Agree” with the statement.

Figure 29

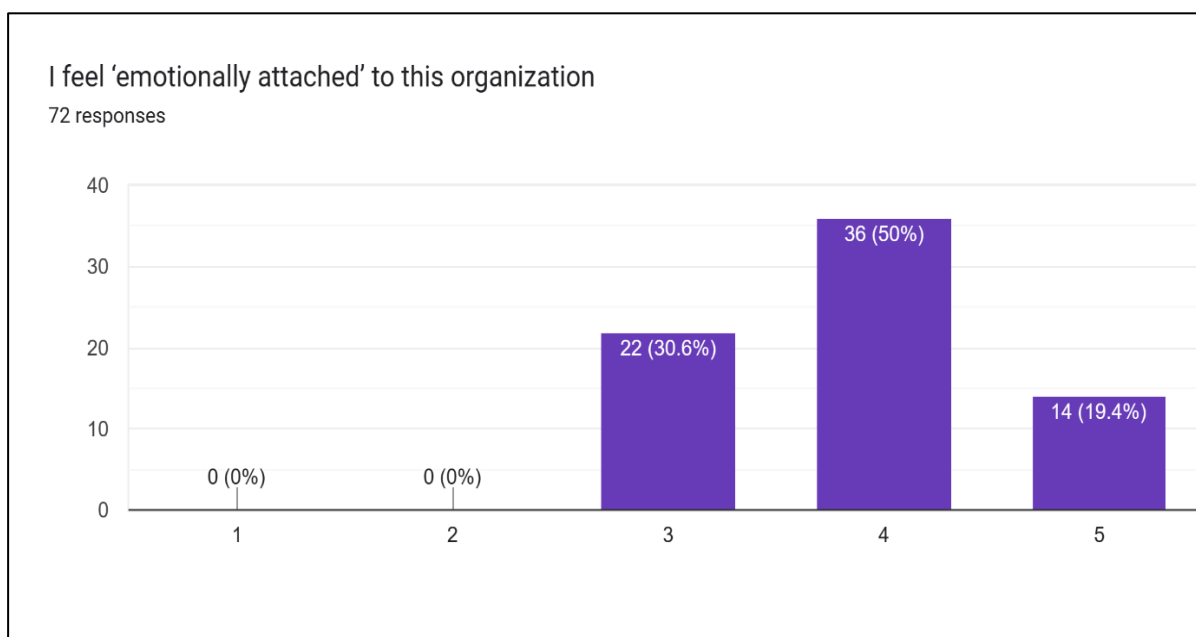


Table 29

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	0	0%
3- Neutral	22	30.6%
4- Agree	36	50%
5- Strongly Agree	14	19.4%

From the above Figure 29 and Table 29 we can see that out of 72 respondents, 0 respondents which comes to 0% “Strongly Disagree”, 0 respondent which comes to 0% “Disagree” with the statement. 22 Respondents which comes to 30.6% have opted for “Neutral”, 36 respondents which comes to 50% “Agree” to the Statement and 14 respondents which comes to 19.4% “Strongly Agree” with the statement.

Figure 30

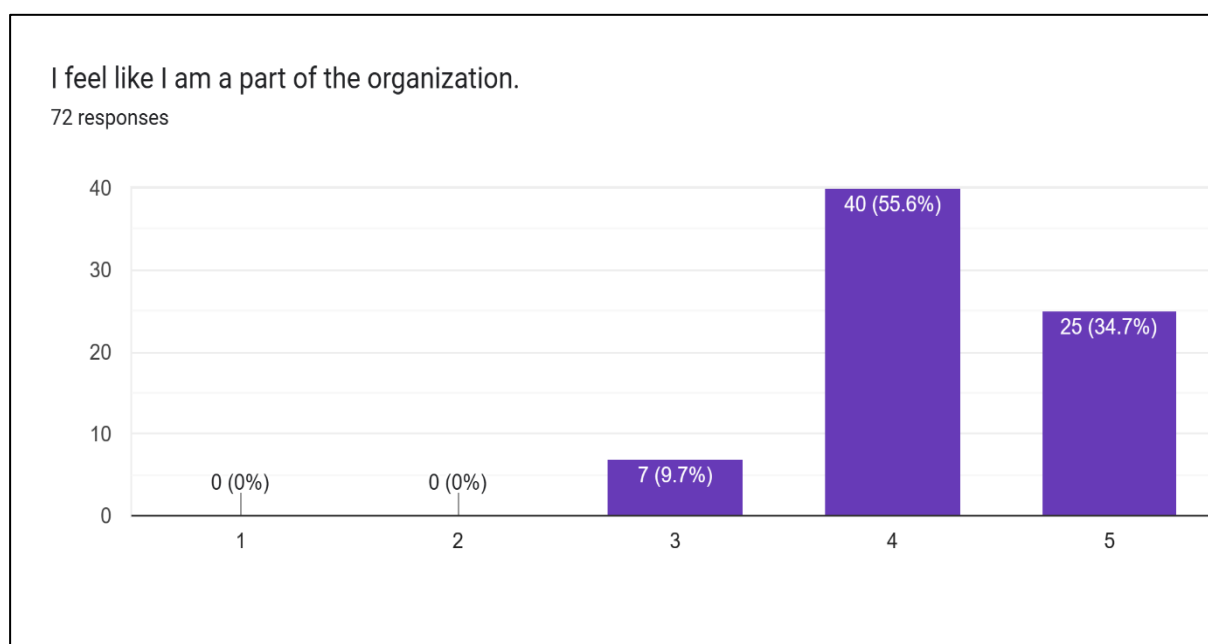


Table 30

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	0	0%
3- Neutral	7	9.7%
4- Agree	40	55.6%
5- Strongly Agree	25	34.7%

From the above Figure 28 and Table 28 we can see that out of 72 respondents, 0 respondents which comes to 0% “Strongly Disagree”, 0 respondent which comes to 0% “Disagree” with the statement. 7 Respondents which comes to 9.7% have opted for “Neutral”, 40 respondents which comes to 55.6% “Agree” to the Statement and 25 respondents which comes to 37.4% “Strongly Agree” with the statement.

Figure 31

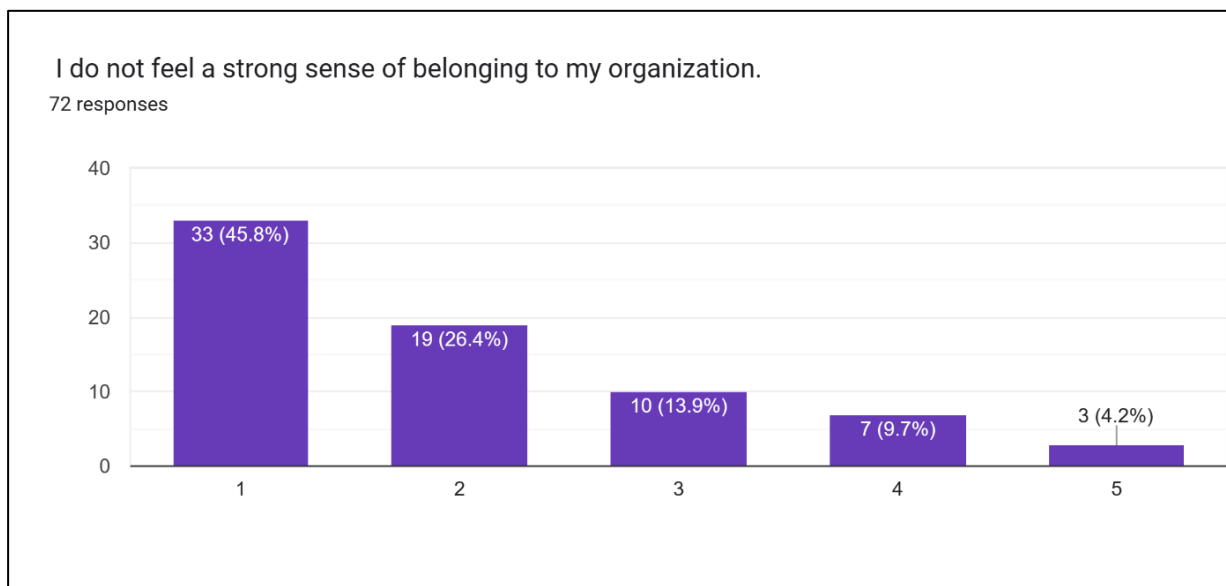


Table 31

Options	Number of respondents	Percentage
1- Strongly Disagree	33	45.8%
2- Disagree	19	26.4%
3- Neutral	10	13.9%
4- Agree	7	9.7%
5- Strongly Agree	3	4.2%

From the above Figure 31 and Table 31 we can see that out of 72 respondents, 33 respondent which comes to 45.8% “Strongly Disagree”, 19 respondents which comes to 26.4% “Disagree” with the statement. 10 respondents which comes to 13.9% have opted for “Neutral”, 7 respondents which comes to 9.7% “Agree” to the Statement and 3 respondents which comes to 4.2% “Strongly Agree” with the statement.

The above question is a reverse question

Continuance commitment

Figure 32

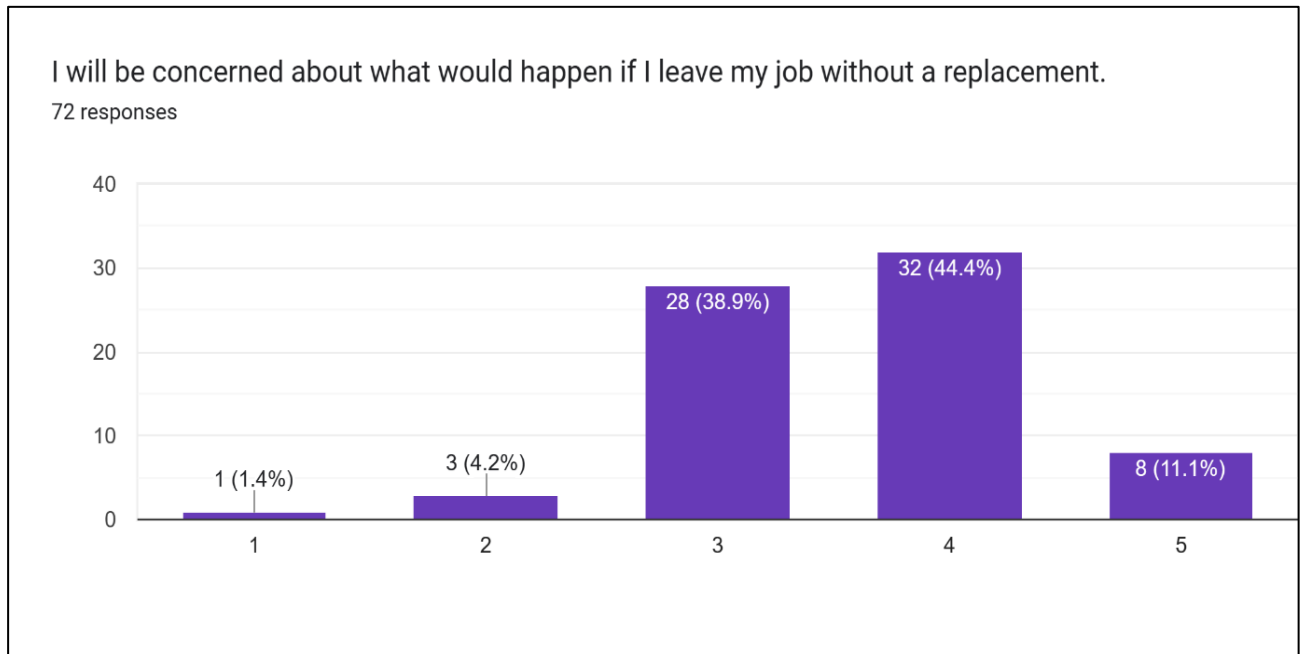


Table 32

Options	Number of respondents	Percentage
1- Strongly Disagree	1	1.4%
2- Disagree	3	4.2%
3- Neutral	28	38.9%
4- Agree	32	44.4%
5- Strongly Agree	8	11.1%

From the above Figure 32 and Table 32 we can see that out of 72 respondents, 1 respondent which comes to 1.4% “Strongly Disagree”, 3 respondents which comes to 4.2% “Disagree” with the statement. 28 respondents which comes to 38.9% have opted for “Neutral”, 32 respondents which comes to 44.4% “Agree” to the Statement and 8 respondents which comes to 11.1% “Strongly Agree” with the statement.

Figure 33

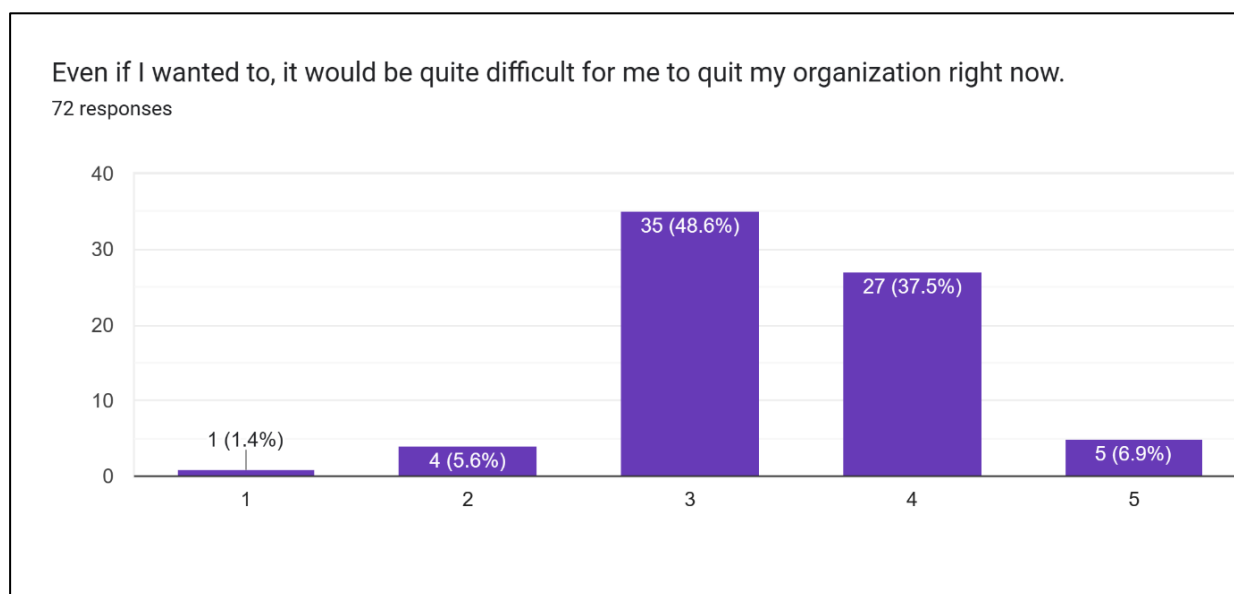


Table 33

Options	Number of respondents	Percentage
1- Strongly Disagree	1	1.4%
2- Disagree	4	5.6%
3- Neutral	35	48.6%
4- Agree	27	37.5%
5- Strongly Agree	5	6.9%

From the above Figure 33 and Table 33 we can see that 1 respondent which comes to 1.4% “Strongly Disagree”, 4 respondents which comes to 5.6% “Disagree” with the statement. 35 respondents which comes to 48.6% have opted for “Neutral”, 27 respondents which comes to 37.5% “Agree” to the Statement and 5 respondents which comes to 6.9% “Strongly Agree” with the statement.

Figure 34

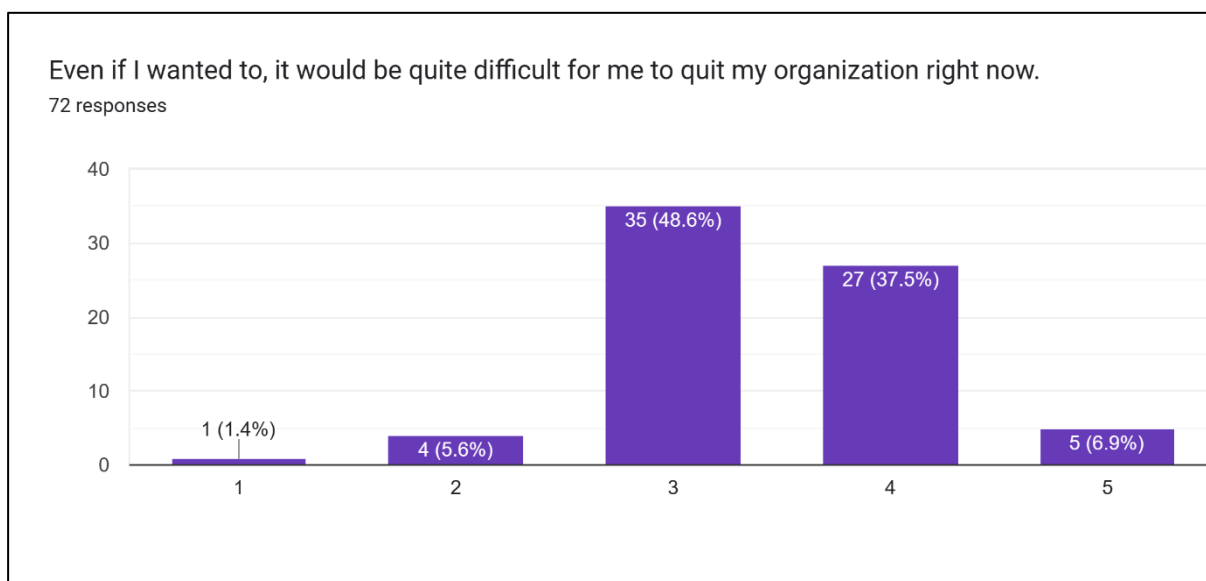


Table 34

Options	Number of respondents	Percentage
1- Strongly Disagree	1	1.4%
2- Disagree	4	5.6%
3- Neutral	35	48.6%
4- Agree	27	37.5%
5- Strongly Agree	5	6.9%

From the above Figure 34 and Table 34 we can see that out of 72 respondents, 1 respondent which comes to 1.4% “Strongly Disagree”, 4 respondents which comes to 5.6% “Disagree” with the statement. 35 respondents which comes to 48.6% have opted for “Neutral”, 27 respondents which comes to 37.5% “Agree” to the Statement and 5 respondents which comes to 6.9% “Strongly Agree” with the statement.

Figure 35

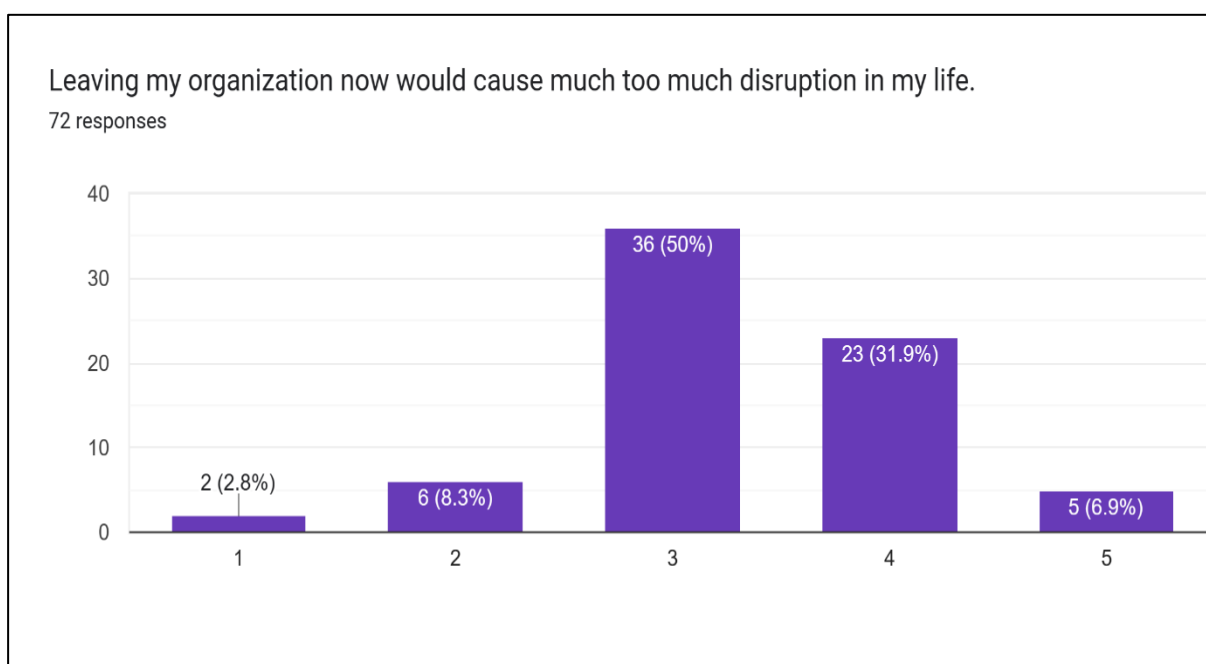


Table 35

Options	Number of respondents	Percentage
1- Strongly Disagree	2	2.8%
2- Disagree	6	8.3%
3- Neutral	36	50%
4- Agree	23	31.9%
5- Strongly Agree	5	6.9%

From the above Figure 35 and Table 35 we can see that out of 72 respondents, 2 respondent which comes to 2.8% “Strongly Disagree”, 6 respondents which comes to 8.3% Disagree” with the statement. 36 respondents which comes to 50% have opted for “Neutral”, 23 respondents which comes to 31.9% “Agree” to the Statement and 5 respondents which comes to 6.9% “Strongly Agree” with the statement.

Figure 36

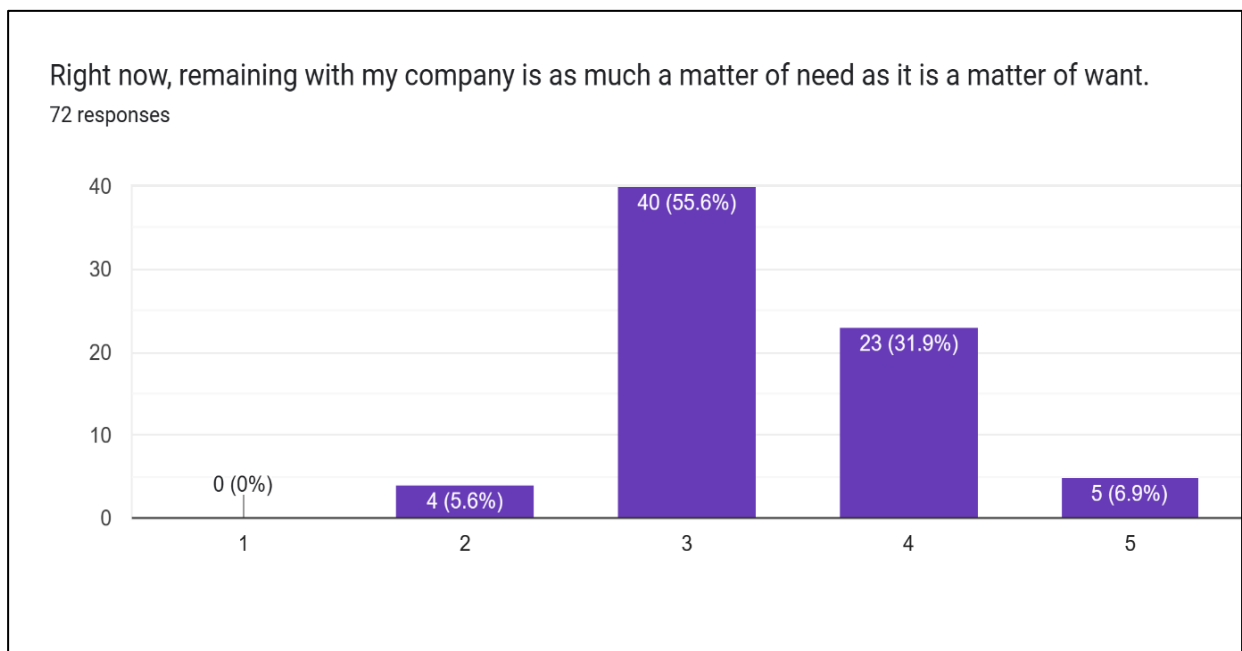


Table 36

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	4	5.6%
3- Neutral	40	55.6%
4- Agree	23	31.9%
5- Strongly Agree	5	6.9%

From the above Figure 36 and Table 36 we can see that out of 72 respondents, 0 respondent which comes to 0% “Strongly Disagree”, 4 respondents which comes to 5.6% “ Disagree” with the statement. 40 respondents which comes to 55.6% have opted for “Neutral”, 23 respondents which comes to 31.9% “Agree” to the Statement and 5 respondents which comes to 6.9% “Strongly Agree” with the statement.

Figure 37

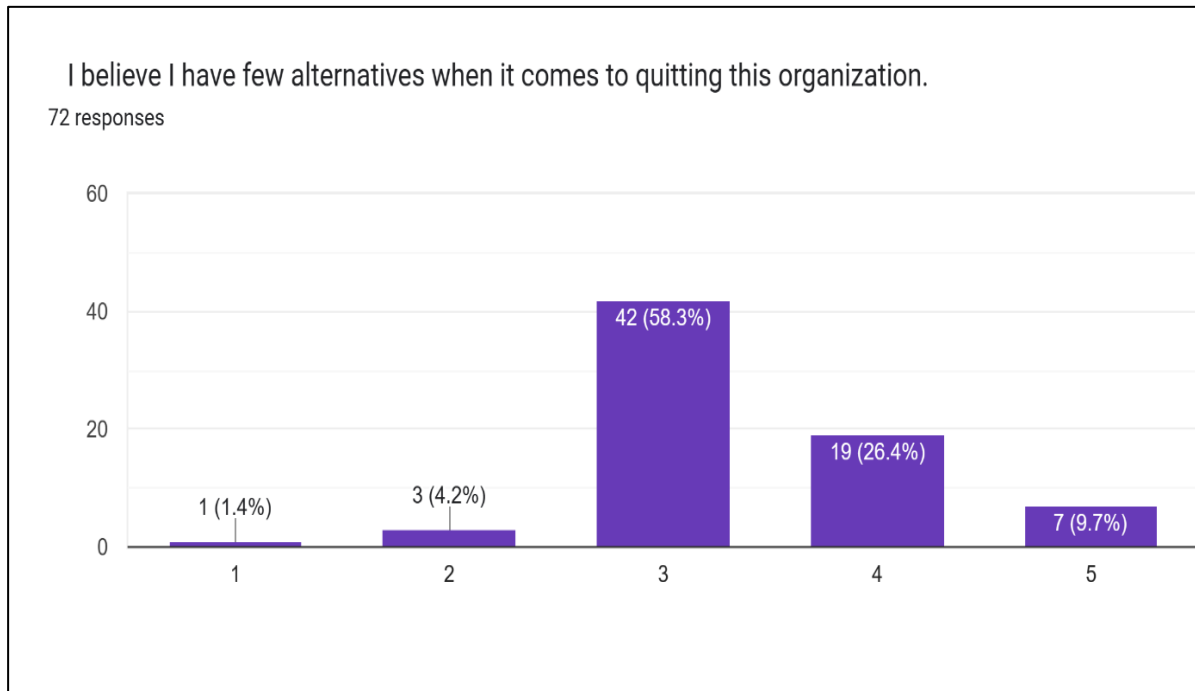


Table 37

Options	Number of respondents	Percentage
1- Strongly Disagree	1	1.4%
2- Disagree	3	4.2%
3- Neutral	42	58.3%
4- Agree	19	26.4%
5- Strongly Agree	7	9.7%

From the above Figure 37 and Table 37 we can see that out of 72 respondents, 1 respondent which comes to 1.4% “Strongly Disagree”, 3 respondents which comes to 4.2% “Disagree” with the statement. 42 respondents which comes to 58.3% have opted for “Neutral”, 19 respondents which comes to 26.4% “Agree” to the Statement and 7 respondents which comes to 9.7% “Strongly Agree” with the statement.

Normative Commitment

Figure 38

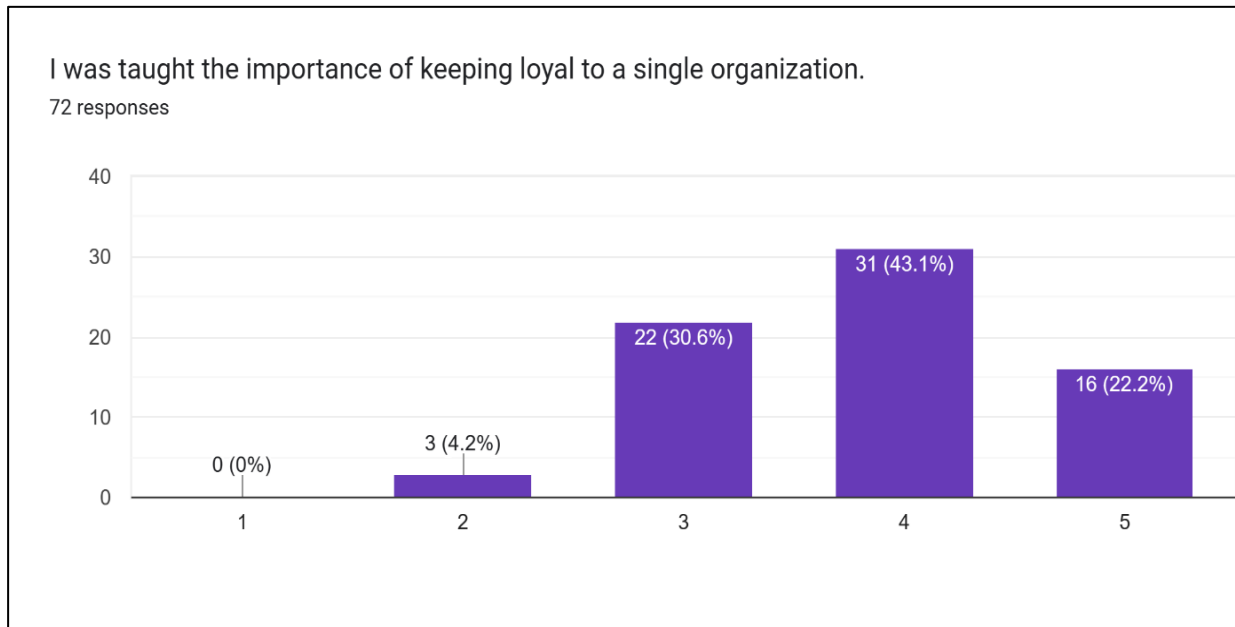


Table 38

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	3	4.2%
3- Neutral	22	30.6%
4- Agree	31	43.1%
5- Strongly Agree	16	22.2%

From the above Figure 38 and Table 38 we can see that out of 72 respondents, 0 respondent which comes to 0% “Strongly Disagree”, 3 respondents which comes to 4.2% “Disagree” with the statement. 22 respondents which comes to 30.6% have opted for “Neutral”, 31 respondents which comes to 43.1% “Agree” to the Statement and 16 respondents which comes to 22.2% “Strongly Agree” with the statement.

Figure 39

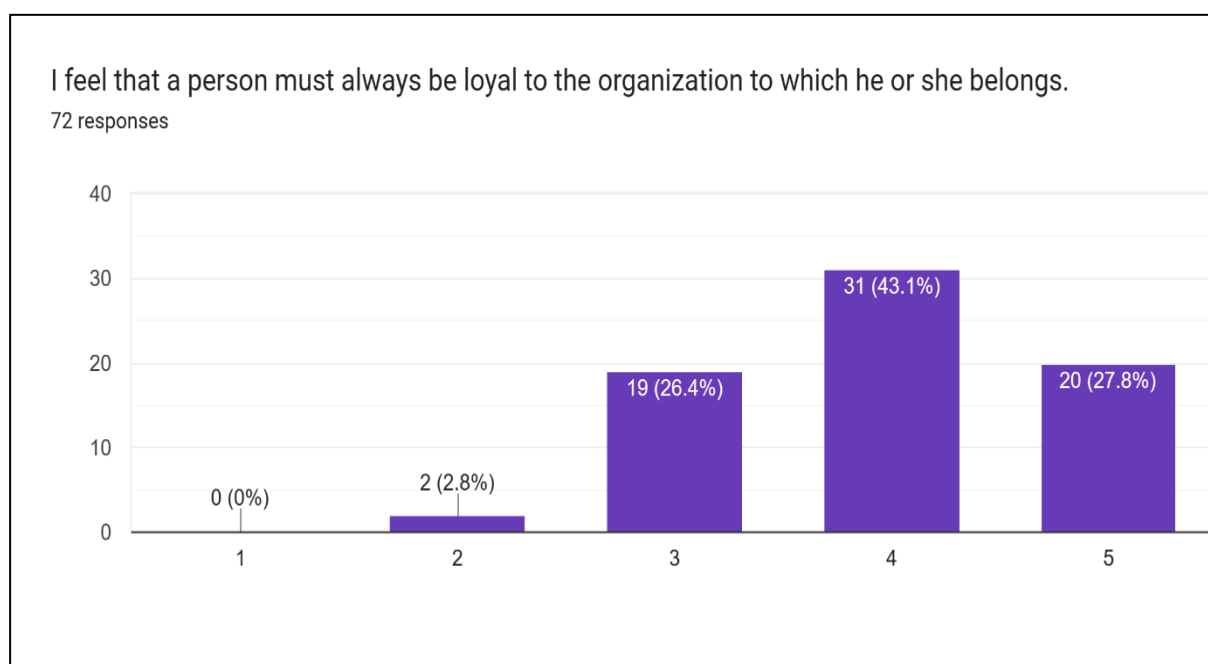


Table 39

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	2	2.8%
3- Neutral	19	26.4%
4- Agree	31	43.1%
5- Strongly Agree	20	27.8%

From the above Figure 39 and Table 39 we can see that out of 72 respondents, 0 respondent which comes to 0% “Strongly Disagree”, 2 respondents which comes to 2.8% “Disagree” with the statement. 19 respondents which comes to 26.4% have opted for “Neutral”, 31 respondents which comes to 43.1% “Agree” to the Statement and 20 respondents which comes to 27.8% “Strongly Agree” with the statement.

Figure 40

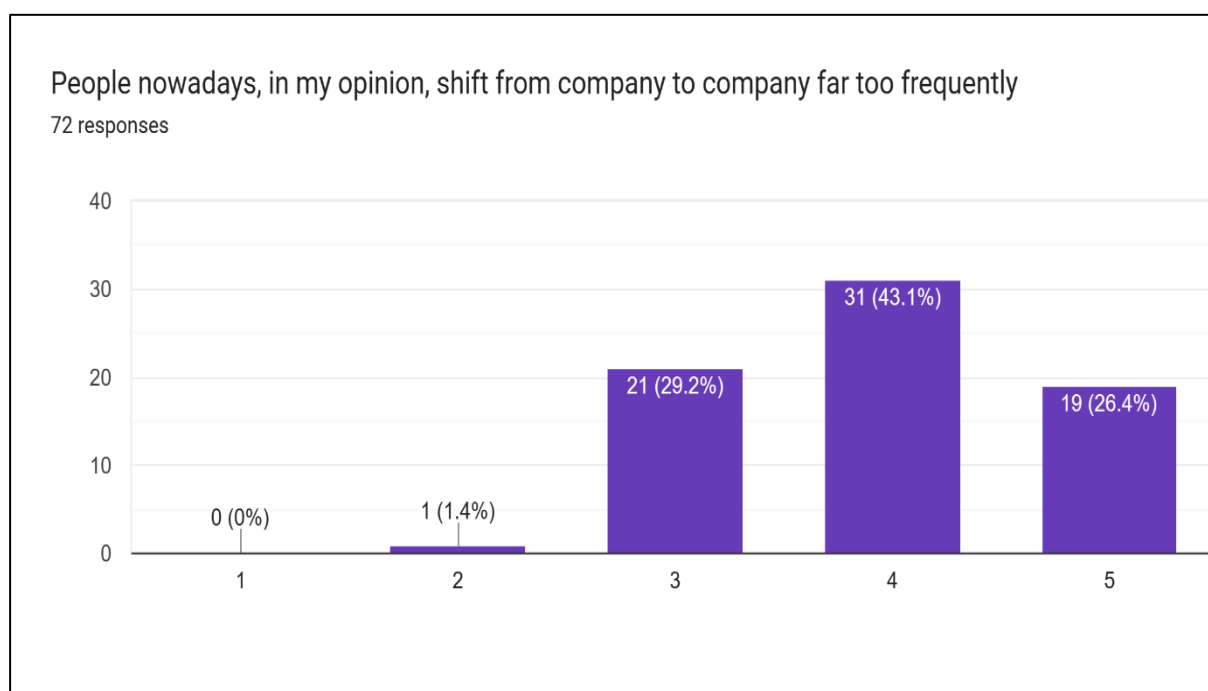


Table 40

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	1	1.4%
3- Neutral	21	29.2%
4- Agree	31	43.1%
5- Strongly Agree	19	26.4%

From the above Figure 40 and Table 40 we can see that out of 72 respondents, 0 respondent which comes to 0% “Strongly Disagree”, 1 respondent which comes to 1.4% “Disagree” with the statement. 21 respondents which comes to 29.2% have opted for “Neutral”, 31 respondents which comes to 43.1% “Agree” to the Statement and 19 respondents which comes to 26.4% “Strongly Agree” with the statement.

Figure 41

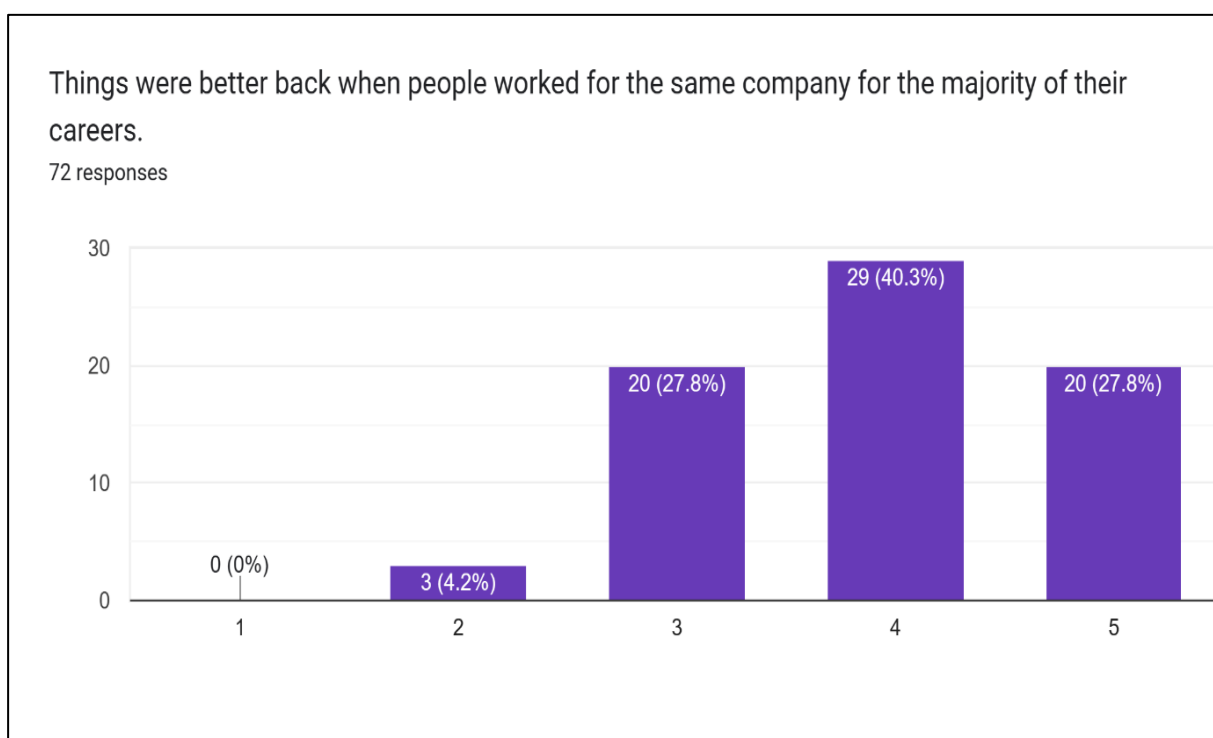


Table 41

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	3	4.2%
3- Neutral	20	27.8%
4- Agree	29	40.3%
5- Strongly Agree	20	27.8%

From the above Figure 41 and Table 41 we can see that out of 72 respondents, 0 respondent which comes to 0% “Strongly Disagree”, 3 respondent which comes to 4.2% “Disagree” with the statement. 20 respondents which comes to 27.8% have opted for “Neutral”, 29 respondents which comes to 40.3% “Agree” to the Statement and 20 respondents which comes to 27.8% “Strongly Agree” with the statement.

Figure 42

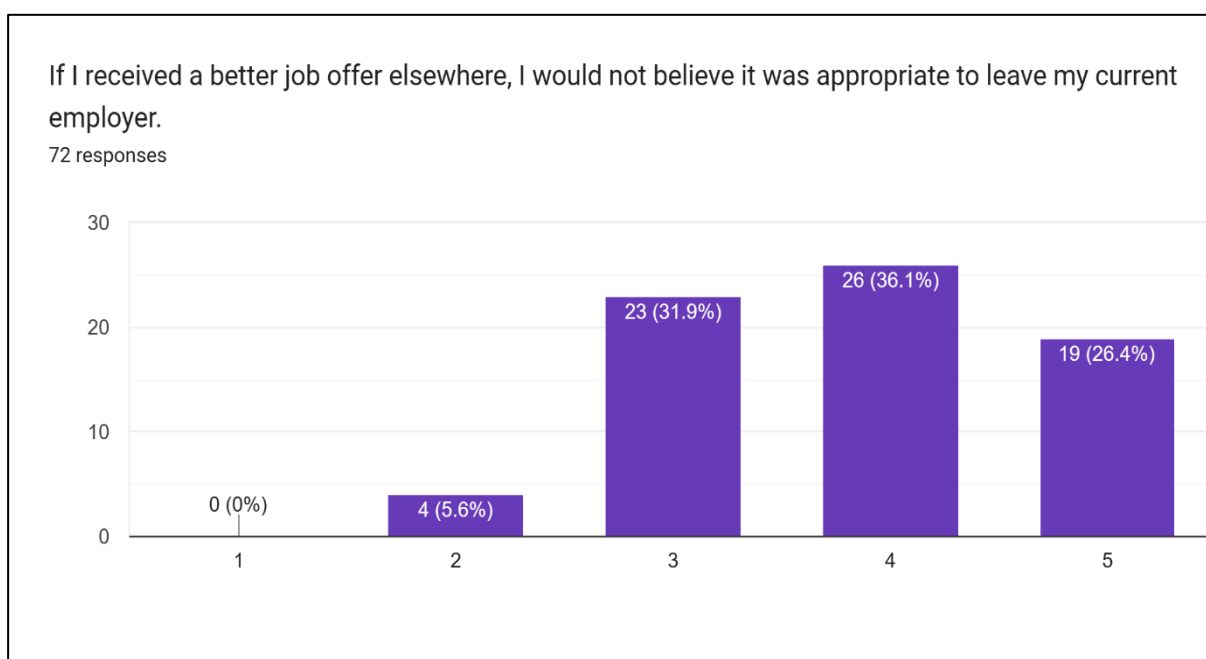


Table 42

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	4	5.6%
3- Neutral	23	31.9%
4- Agree	26	36.1%
5- Strongly Agree	19	26.4%

From the above Figure 42 and Table 42 we can see that out of 72 respondents, 0 respondent which comes to 0% “Strongly Disagree”, 4 respondent which comes to 5.6% “Disagree” with the statement. 23 respondents which comes to 31.9% have opted for “Neutral”, 26 respondents which comes to 36.1% “Agree” to the Statement and 19 respondents which comes to 26.4% “Strongly Agree” with the statement.

Figure 43

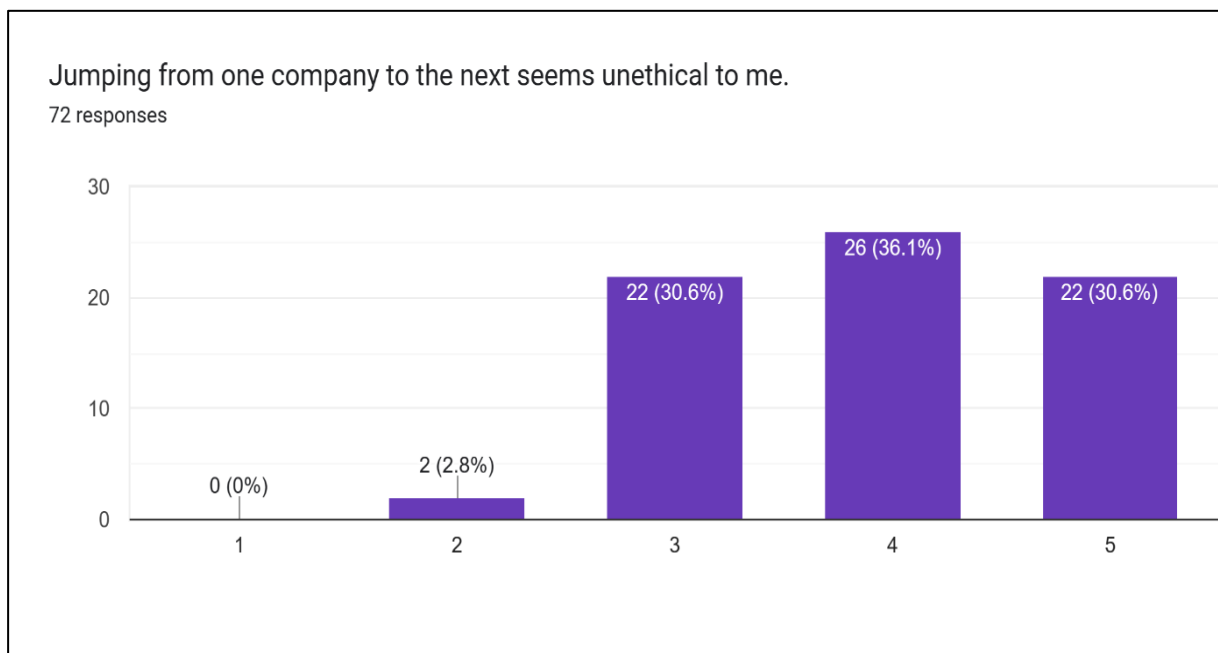


Table 43

Options	Number of respondents	Percentage
1- Strongly Disagree	0	0%
2- Disagree	2	2.8%
3- Neutral	22	30.6%
4- Agree	26	36.1%
5- Strongly Agree	19	30.6%

From the above Figure 43 and Table 43 we can see that out of 72 respondents, 0 respondent which comes to 0% “Strongly Disagree”, 2 respondent which comes to 2.8% “Disagree” with the statement. 22 respondents which comes to 30.6% have opted for “Neutral”, 26 respondents which comes to 36.1% “Agree” to the Statement and 19 respondents which comes to 30.6% “Strongly Agree” with the statement.

Correlation

Table 44

Fairness_pa	Fairness of Performance Appraisal
ac_ind	Affective commitment
cc_index	Continuance Commitment
nc_ind	Normative Commitment

Table 45

	<i>ac_ind</i>	<i>cc_index</i>	<i>nc_ind</i>	<i>fairness_pa</i>
ac_ind	1.00			
cc_index	0.43	1.00		
nc_ind	0.40	0.33	1.00	
fairness_pa	0.06	0.04	0.12	1.00

Correlation table

Table 46

	Value	Type of Correlation
Fairness_pa and ac_Ind	0.06	Weak correlation
Fairness_pa and cc_Index	0.04	Weak correlation
Fairness_pa and nc_Ind	0.12	Weak correlation

From the above tables we can see that there is a weak correlation between

- 1) Fairness of performance appraisal and Affective Commitment
- 2) Fairness of performance appraisal and Continuance Commitment
- 3) Fairness of performance appraisal and Normative Commitment

Regression for Affective commitment

Null Hypothesis 1: There is no significant relationship between fairness of performance appraisal and Affective commitment

Alternative Hypothesis 1: There is a significant relationship between fairness of performance appraisal and Affective commitment

Table 47

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	16.11151	3.13228444	5.143694	2.348E-06
fairness_pa	0.017847	0.03486821	0.511845	0.6103708

From the Table 47 we can see that the P-Value is more than 0.05. therefore, we fail to reject the Null Hypothesis 1

Regression for continuance commitment

Null Hypothesis 2: There is no significant relationship between fairness of performance appraisal and continuance commitment

Alternative Hypothesis 2: There is a significant relationship between fairness of performance appraisal and continuance commitment

Table 48

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	15.7277	4.266113	3.686657	0.000445
fairness_pa	0.015772	0.04749	0.332122	0.74079

From the Table 48 we can see that the P-Value is more than 0.05. therefore, we fail to reject the null hypothesis 2

Regression for Normative commitment

Null Hypothesis 3: There is no significant relationship between fairness of performance appraisal and Normative commitment

Alternative Hypothesis 3: There is a significant relationship between fairness of performance appraisal and Normative commitment

Table 49

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	17.70393533	5.801959218	3.051371902	0.003217
fairness_pa	0.064004448	0.064586706	0.990984866	0.325106

From the Table 49 we can see that the P-Value is more than 0.05. therefore, we fail to reject the Null Hypothesis 3

Project Findings and Discussion

- From the Graphs and percentages shown we can come to a conclusion that there is procedural justice in the performance appraisal at TajSats
- From the Graphs and percentages shown we can come to a conclusion that there is Distributive justice in the performance appraisal at TajSats
- From the Graphs and percentages shown we can come to a conclusion that there is interpersonal justice in the performance appraisal at TajSats
- From the Graphs and percentages shown we can come to a conclusion that informational Justice in the performance appraisal at TajSats.

From the finding we can conclude that there is fairness of performance appraisal at Tajsats.

How ever fairness of performance appraisal at Tajsats does not impact the Affective Commitment, Continuance commitment and Normative Commitment.

Previous Studies have also pointed out that Procedural Justice and Distributive Justice which are a part of Fairness of performance appraisal do not impact commitment to the organization.(Krishnan et al., 2018)

Limitations

This Study was Conducted only for the employees of Taj Sats Goa.

Recommendations to the company

The majority of the employees working at TajSats believe that the performance appraisal system is fair. However, from the results we can see that the fairness of performance appraisal system does not have an impact commitment to the organization. They could do things that can increase the commitment of the employees towards their organization apart from Performance appraisal.

Work done and learnings Derived during the internship period

Learned the following things: -

Time Office

Time office maintains all records of employees from the date of Joining to the date of leaving. These records include Bonus, Salary, Gratuity, overtime, leave.

Salary = Minimum wages +VDA (variable Dearness allowance) + FA (food allowance) +Special allowance+ Other allowance+ House Rent allowance (HRA) .

Gratuity- Gratuity which is to be paid which is to be paid at the time of retirement. Provided the employee has worked in the organization for a minimum period of 5 years.

Employees State Insurance (ESI)

For salary below Rs. 21000.00 ESI facility is available for the employee and his/her dependants.

Provident Fund

12% of salary is contributed towards compulsory saving scheme and the employers for all Permanent employees contribute the same amount.

Leave Travel Allowance

This Allowance is available to certain category of employees on completion of 1 year of continuous service. For the same, at least 10 days of leave must be taken.

Leave Management

Leave management process within TajSATS is enabled through HRMS automation tool called HONO HR. This tool provides all associates the information about their leave balances and enables to apply leave applications through mobile phones or the web (HONO Portal).

Purchase and Stores Department

Each Department uses SAP Logon 750 Software for the purpose of Purchase order (PO), Purchase Requisition (PR), Goods Received note (GRN)

Step 1- is to create a Purchase Requisition (PR). PR is made by the department which requires the goods. For example, Human Resource department will make PR for employee uniforms, safety shoes, stationary.

Step 2 -Once the PR is made the PR is sent to the Purchase Department who already has a list of vendors and assign the PR Number to the vendors.

Step 3- creating a purchase order and sending it to the Vendor. Once goods are Received from the vendor a Goods Received note is created.

Work done

- As an intern I was given the responsibility of maintaining Muster Roll.
- Also given the Responsibility of updating monthly salary sheet in Excel
- Using SAP Logon 750 Software for placing Orders whenever Required.

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Questions

Direction: - Please answer these questions by making (v) mark in the box. You can give only one answer to each question.

1. Sex: -

A. Male [] B. Female []

2. Age: -

A. 18 - 25

B. 26 - 30

C. 31 – 35

D. 36 - 40

E. 41-50

F. 46-50

G. above 51

3. Educational Background: -

A. grade 12 complete []

B. Graduate []

C. Post Graduate []

D. Diploma []

E. other []

4.Department.....

5.Salary

A. 10,000-15,000 []

B. 16,000-20,000 []

C. 21,000-25,000 []

D. 26,000-30,000 []

E. 31,000-35,000 []

F. 36,000- 40,000 []

G. Above 41,000 []

6. Length of service

A. 0-2 years

B. 3-5 years

C. 6-8 years

D. above 9 years

Kindly rate the following items on the scale of 1-5

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

code	PROCEDURAL JUSTICE
PJ1	I have been able to express my views and feelings during these procedures.
PJ2	The procedures have been free of bias.
PJ3	The procedures have been based on accurate information.
PJ4	I have been able to appeal the outcome arrived at by those procedures.
PJ5	The procedures upheld ethical and moral standards.

code	DISTRIBUTIVE JUSTICE
DJ1	Outcome reflects the effort I have put into my work.
DJ2	Outcome is appropriate for the work I have completed.
DJ3	Outcome reflects what I have contributed to the organization
DJ4	Outcome is justified, given my performance.

CODE	INTERPERSONAL JUSTICE
IP1	My supervisor treated me in a polite manner.
IP2	My supervisor treated me with dignity.
IP3	My supervisor treated me with respect.
IP4	My supervisor refrained from making improper remarks or comments.

CODE	INFORMATIONAL JUSTICE
IN1	Has (he/she) been honest in (his/her) communications with you?
IN2	Has (he/she) explained the procedures in detail?
IN3	Were (his/her) explanations regarding the procedures reasonable?
IN4	Has (he/she) communicated details in a timely manner
IN5	Has (he/she) seemed to tailor (his/her) communications to individuals' specific needs?
IN6	My supervisor/team leader provides me with constructive suggestions to improve my job performance.
IN7	Supervisors/team leaders in my work unit support employee development.

COMMITMENT QUESTIONS

CODE	AFFECTIVE COMMITMENT
AC1	I enjoy discussing my organization with people outside it.
AC2	I really feel as if this organization's problems are my own.
AC3	I feel 'emotionally attached' to this organization
AC4	I feel like I am a part of the organization.
AC5	I do not feel a strong sense of belonging to my organization.

CODE	CONTINUANCE COMMITMENT
CC1	I will be concerned about what would happen if I leave my job without a replacement.
CC2	Even if I wanted to, it would be quite difficult for me to quit my organization right now.
CC3	Leaving my organization now would cause much too much disruption in my life.
CC4	Right now, remaining with my company is as much a matter of need as it is a matter of want.
CC5	I believe I have few alternatives when it comes to quitting this organization.

CODE	NORMATIVE COMMITMENT
NC1	I was taught the importance of keeping loyal to a single organization.
NC2	I feel that a person must always be loyal to the organization to which he or she belongs.
NC3	People nowadays, in my opinion, shift from company to company far too frequently
NC4	Things were better back when people worked for the same company for the majority of their careers.
NC5	If I received a better job offer elsewhere, I would not believe it was appropriate to leave my current employer.

NC6	Jumping from one company to the next seems unethical to me.
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All the question were put in google form with proper scales.