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Performance Appraisal and Organizational Commitment: A Study on Private Commercial Banks in Bangladesh

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University of Rajshahi, Rajshahi

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**Performance Appraisal and Organizational Commitment:
A Study on Private Commercial Banks in Bangladesh**

M Phil Thesis

Md. Shajedul Islam



**Institute of Bangladesh Studies
University of Rajshahi**

March, 2021

Performance Appraisal and Organizational Commitment: A Study on Private Commercial Banks in Bangladesh

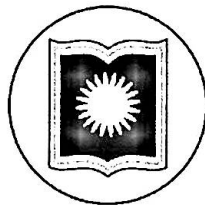
*A Thesis Submitted to the Institute of Bangladesh Studies
in Partial Fulfillment of the Requirements for the
Degree of Master of Philosophy*

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Institute of Bangladesh Studies
University of Rajshahi

March, 2021

Certificate

This is to certify that the thesis titled “**Performance Appraisal and Organizational Commitment: A Study on Private Commercial Banks in Bangladesh**” submitted to the Institute of Bangladesh Studies, University of Rajshahi by Md. Shajedul Islam, M Phil Fellow of the session 2015-16 has been prepared under my supervision and guidance for the award of the Master of Philosophy. I have carefully gone through the entire thesis. I believe that the researcher has worked hard with honesty for preparing this thesis. I consider that the thesis has reached the standard for the award of the M Phil Degree. I wish him every success in life.

Supervisor


21.03.2021
Professor Dr. Md. Zafor Sadique
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Declaration

I do hereby declare that the thesis titled “**Performance Appraisal and Organizational Commitment: A Study on Private Commercial Banks in Bangladesh**” submitted to the Institute of Bangladesh Studies, University of Rajshahi for the award of the Master of Philosophy is my own original research work. Neither the whole nor part of this thesis has been submitted for a degree at this university or any other institution. The sources of all the materials used or quoted have been duly acknowledged.

Islam.

21.03.2021

Md. Shajedul Islam

M Phil Fellow

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Rajshahi
March, 2021

Md. Shajedul Islam

Abstract

Human resources, being one of the core components, play the pivotal role in success of any organization. The effectiveness of the human resource system of any organization largely depends on the application of valid and accurate employee performance appraisal system which is also considered as a subset of human resource management. A well appraised and effectively managed performance appraisal system for every employee leads an organization towards sustainable growth and success. Performance appraisal has been being used as a key tool to evaluate the performance of the employees. Moreover, an appraisal system may highly impact the organizational commitment among the employees. In this perspective, this study aims at evaluating the employees' perceptions of performance appraisal practices and employees' levels of organizational commitment and exploring the relationship between employees' perceptions of performance appraisal practices and organizational commitment of the selected private commercial banks in Bangladesh.

To develop a conceptual framework and to identify the variables of the study reviews relevant literature. Perception of performance appraisal practices and organizational commitment are identified as the independent and dependent variables of this study. Employees' perceptions of performance appraisal can be well explained with the

help of organizational justice theories represented by four constructs comprising distributive justice, procedural justice, interpersonal justice, and informational justice. On the other hand, organizational commitment is represented by three component model comprising of affective, continuance, and normative commitment. The study develops and tests hypothesis based on the objectives of the study.

The study follows a quantitative approach while also considers qualitative data to reach an ideal scenario. Sources of data collection cover primary and secondary sources as well. The sample size is 195 and accordingly primary data is collected through a pre-structured questionnaire from the study population i.e., randomly selected respondents in 06 (six) private commercial banks in Bangladesh. The study develops questionnaire considering the same used by Allen and Meyer to measure organizational commitment and Colquitt to measure perception of performance appraisal. To correlate the perception of performance appraisal (independent variable) and organizational commitment (dependent variable) among the employees, both descriptive and inferential statistics is used in the study. IBM SPSS version 22 is used for system generated data analysis.

From the results of mean and standard deviation analysis, the study finds that employees of the selected banks possess a positive perception of performance appraisal practices and are also committed to their respective organizations.

The result of regression analysis shows that, F value for the ANOVA of performance appraisal and affective commitment (H_1) is $F= 161.102$; $p=.000<.05$; performance appraisal and continuance commitment (H_2) is $F= 76.642$; $p=.000<.05$; and performance appraisal and normative commitment (H_3) is $F= 112.567$; $p=.000<.05$ these result indicates that the formulated hypotheses are accepted. The study reveals a significant positive relationship between performance appraisal practices and organizational commitment among the employees of private commercial banks in Bangladesh. Finally, the study concludes with the findings that a positive perception of performance appraisal practice helps boost employees' magnitude of organizational commitment.

List of Abbreviations

AC	Affective Commitment
ACR	Annual Confidential Report
ANOVA	Analysis of Variance
BARS	Behaviorally Anchored Rating Scales
BOS	Behavior Observation Scales
CC	Continuance Commitment
DJ	Distributive Justice
DSE	Dhaka Stock Exchange
HRA	Human Resource Accounting
HRM	Human Resource Management
IBM	International Business Machine
IBS	Institute of Bangladesh Studies
IFJ	Informational Justice
IPJ	Interpersonal Justice
Ltd.	Limited
MBO	Management by Objectives
NC	Normative Commitment
OC	Organizational Commitment
OCB	Organizational Citizenship Behavior
PA	Performance Appraisal
PCBs	Private Commercial Banks
PJ	Procedural Justice
RU	Rajshahi University
SD	Standard Deviation
SPSS	Statistical Package for Social Science

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Chapter One

Introduction

1.1 Prelude

The success of any bank largely depends on their human resources. In consequence, almost every bank is engaged in competition to select the right, competent, high caliber and talented human resource for itself in order to keep pace with the competition. Nonetheless retaining these qualified and high caliber employees' in the bank for a long time is more challenging than selecting them. In this framework, performance appraisal plays a pivotal role to develop commitment among employees, and in turn, commitment influences employees to retain in the organization for long term. Thus, it becomes the duty of banks to formulate their performance appraisal policy with the objective of developing commitment among employees. Committed employees help a bank to achieve its desired goals through utilizing resources more effectively. Besides, committed employees also help in the growth and sustainability of a bank. Therefore, employees' retention is considered as a key to banks' success.

Performance appraisal is one of the widespread human resource management practices that follows some rational steps to evaluate the

performance of employees. It allows a bank to inform the employees about the existing level of his/her performance, competencies for survival and potentials for development in the workplace. It also aids in taking decisions about compensation increases, training, reward, and promotion.¹ For these reasons, most of the employees want to get a feedback about their performance. Whether that feedback is positive or negative does not matter, as long as they believe that whatever they have performed is fairly noticed by the concerned authority. When employees feel that they are treated fairly and rewarded depend on their performance, then employees will perceive the performance appraisal procedures is fair. If employees recognize that performance appraisal is fair and transparent, it develops a feeling of belongingness among employees and in turn they become committed towards the organization. But, when employees perceive that performance appraisal is not fair, they no longer remain committed with the organization. If organization wishes to keep their employees committed they need fair implementation of performance appraisal system.

Many researchers have used the term fairness of performance appraisal and organizational justice interchangeably. Organizational justice mainly focuses on employees' fair perception about organizational

¹ Ricky W. Griffin, *Management* (7th ed., New York: Houghton Mifflin Company, 2002), p. 433.

outcomes and evaluation of the outcomes allocation procedures.² Organizational justice primarily deals with distributive and procedural justice. Distributive justice is related with the appropriateness of the outcomes allocated through performance appraisal and procedural justice is connected with the procedure through which outcomes are determined. But if an organization wishes to implement an efficient performance evaluation system, it should also consider interpersonal and informational justice. Interpersonal justice is linked with the fair interaction between superior and subordinate during the appraisal and informational justice is related with correctness of the information provided by the superior to subordinate throughout the performance appraisal session. Therefore, perception of fairness has been considered as an important element of performance appraisal effectiveness. Performance appraisal becomes critical because it is likely to affect employees' level of commitment. In this backdrop, performance appraisal becomes an encouraging tool that directs the mind of every employee towards the organizational commitment.

Organizational commitment is the foundation to banks' success. Without committed employees' an organization would not be able to achieve its vision, mission, strategic goals or objectives. Committed employees

² Russell Cropanzano and Jerald Greenberg, "Progress in Organizational Justice: Tunneling through the Maze," *International Review of Industrial and Organizational Psychology*, vol. 12, 1997, p. 320.

accept the organizational objectives and try to exercise extraordinary endeavor to achieve the objectives.³ Moreover, highly committed employees believe in organization's goals and prepare themselves to dedicate a lot of energy toward the achievement of organizational desired goals and finally intend to stay with the organization for longtime.

Meyer and Allen identified three components of organizational commitment namely affective, continuance and normative commitment.⁴ Each of the three features of organizational commitment characterizes an employees' relationship with the organization. The extent of commitment towards the organization differs from employee to employee. Performance appraisal practices can greatly impact an employee's extent of organizational commitment. In consideration of the aforesaid prospective matter, the focus of this research is to identify the employees' perception of performance appraisal practices, employees' level of organizational commitment and to examine the relationship between performance appraisal practices and organizational commitment.

³ Richard T Mowdy, Richard M. Steers and Lyman W. Porter, "The Measurement of Organizational Commitment," *Journal of Vocational Behavior*, vol. 14, 1979, p. 226.

⁴ John P Meyer and Natalie J Allen, "A three-component Conceptualization of Organizational Commitment," *Human Resource Management Review*, vo.1, no. 1, 1991, p. 67.

1.2 Definition of Key Terms

Performance Appraisal (PA)

Performance appraisal is defined as any procedure by which organizations appraise employees' performance with predetermined standards and inform the employees' about their performance in order to eliminate performance deficiency.

Organizational Commitment (OC)

Organizational commitment is defined as emotional involvement of employees' toward their organization which characterized by a strong intention to continue organizational membership and also desire to contribute to achieve organizational goals.

Affective Commitment (AC)

Affective commitment is defined as the employees' emotional attachment with the organization.

Continuance Commitment (CC)

Continuance commitment is defined as the employees' awareness of the costs connected with leaving the organization.

Normative Commitment (NC)

Normative commitment is defined as the employees' feeling of obligation to continue employment.

Distributive Justice (DJ)

Distributive justice refers to the perceived fairness of the outcome employee receive.

Procedural Justice (PJ)

Procedural justice refers to the fair perception of the procedure carried out to determine outcome.

Interpersonal Justice (IPJ)

Interpersonal justice refers to the fair perception of the interpersonal interaction received during performance appraisal.

Informational Justice (IFJ)

Informational justice refers to the fair perception of the information provided to employee throughout the performance appraisal session.

1.3 Statement of the Problem

The banking sector of Bangladesh has started flourishing since last few decades. Banking sector, specially the private commercial banks, has a significant role in the economic progress of Bangladesh during this period. Amid the phenomenon of globalization banking sector is exposed to immense competition, dynamic environment, and growing expectations of the customers. Consequently, to meet the challenges of fast changing market forces, banks have become more focused to

employees' optimum performance as a significant basis of competitive advantage.⁵ Employees' optimum performance largely depends on the commitment of the employees which is an outcome of the performance appraisal practices of the organization. A well-organized performance appraisal practices helps attitudinal and behavioral development of employee e.g., organizational commitment. The effectiveness of performance appraisal depends on the perception of employee whereas employees' perception depends on how well their performance is appraised. This perception is a major contributing factor to the validity, acceptance and use of performance appraisal in the organization.⁶ Employees' positive perception of performance appraisal increases the levels of commitment whereas unfavorable perception reduces the commitment level. As a result of reduced level of commitment, employees may leave the organization. Consequently, dissatisfied employees take the organization at the risk of losing competitive advantage. This condition is very crucial for any organization including the banking sector of Bangladesh. Only the committed employees act for the best interest of an organization.⁷ For the survival and sustainable

⁵ Md. Tofael Hossain Majumder, "Human Resource Management Practices and Employees' Satisfaction towards Private Banking Sector in Bangladesh," *International Review of Management and Marketing*, vol. 2, no. 1, 2012, p. 52.

⁶ Mahjabin Latif, "Employee Perception of Performance Appraisal: A Study on Janata Bank Limited," *Journal of Business Studies*, vol. 36, no. 2, August 2015, p. 115.

⁷ Md Sohel Rana, "Job Satisfaction Effecting Factors of Employees in Bangladesh Banking Sector," *International Journal of Economics, Finance and Management Sciences*, vol. 3, no. 4, 2015, p. 353.

development of banking sector of Bangladesh, committed employee is essential who will enthusiastically perform to achieve the organizational goal. Besides, to retain committed employees it is necessary for the Banks to reconsider their current employee assessment practices. Simultaneously, employees' accomplishments need to be recognized and thereby rewarded properly. Therefore, an effective performance appraisal procedure should be established to create committed employees in the bank.

The concept of performance appraisal and organizational commitment is being practiced by the developed nations since long but in developing country like Bangladesh it is yet to get the desired level of importance. Due to lack of efficient performance appraisal practices employees' commitment level get reduced and they start working without any motivation and enthusiasm. Performance appraisal system of an organization may largely get affected with the dissatisfaction and feelings of unfairness raised among the employees due to the unfairness in process and inequity in evaluations.⁸

Therefore, the impact of change in employees' commitment has been observed. As a result, performance appraisal, which significantly helps in improving organizational commitment among employees, has become a significant and valuable tool to address such challenges. Hence, the

⁸ Mahjabin Latif, "Employee Perception of Performance Study on Janata Bank Limited," p. 115.

objectives of the study are to identify the employees' perception of performance appraisal, to analyze their levels of organizational commitment and to explore the relationship between employees' perception of performance appraisal practices and organizational commitment of the selected private commercial banks (PCBs) in Bangladesh.

1.4 Research Questions

The research questions are as follows:

1. What are the employees' perceptions of performance appraisal practices of PCBs in Bangladesh?
2. What are the employees' levels of organizational commitment of PCBs in Bangladesh?
3. Does any relationship exist between employees' perceptions of performance appraisal practices and their affective commitment of PCBs in Bangladesh?
4. Does any relationship exist between employees' perceptions of performance appraisal practices and their continuance commitment of PCBs in Bangladesh?
5. Does any relationship exist between employees' perceptions of performance appraisal practices and their normative commitment of the selected PCBs in Bangladesh?

1.5 Objectives of the Study

The main objective of this study is to explore the employees' perceptions of performance appraisal practices and its relationship with organizational commitment of the selected private commercial banks in Bangladesh. The objectives of this study are as follows:

1. To identify the employees' perceptions of performance appraisal practices of private commercial banks in Bangladesh.
2. To analyze the employees' levels of organizational commitment of private commercial banks in Bangladesh.
3. To explore the relationship between employees' perceptions of performance appraisal practices and employees' affective commitment of private commercial banks in Bangladesh.
4. To explore the relationship between employees' perceptions of performance appraisal practices and employees' continuance commitment of private commercial banks in Bangladesh.
5. To explore the relationship between employees' perceptions of performance appraisal practices and employees' normative commitment of private commercial banks in Bangladesh.

1.6 Hypothesis of the Study

The following hypotheses have been formulated to achieve the goal of this study:

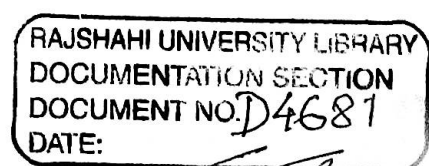
H₁: There is a positive significant relationship between employees' perception of performance appraisal practices and their affective commitment of private commercial banks in Bangladesh. (Derived from Objectives 3)

H₂: There is a positive significant relationship between employees' perception of performance appraisal practices and their continuance commitment of private commercial banks in Bangladesh. (Derived from Objectives 4)

H₃: There is a positive significant relationship between employees' perception of performance appraisal practices and their normative commitment of private commercial banks in Bangladesh. (Derived from Objectives 5)

1.7 Scope and Limitations

The study has tried to explore the employees' perception of performance appraisal practices and employees' level of organizational commitment and their relationship among the employees of selected PCBs in Bangladesh.



The study has only covered the conventional banking and thus Islamic banking has not been considered for the study. The study has covered only six private commercial banks out of 30 banks enlisted in DSE.

Bank employees' need to maintain a very busy schedule so some employees' were found reluctant to participate in the study. Those who expressed interest to participate were also not always able to provide enough time in spite of having intentions.

1.8 Chapter Outline

The contents of the thesis have been presented in seven chapters. These chapters have covered the following issues under suitable chapter titles.

Chapter 1: Introduction

Chapter one provides an outline of statement of the research problem, objectives, research hypothesis, scope and limitations of the study.

Chapter 2: Literature Review and Theoretical Framework

Chapter two focuses the concept, process, uses and different methods of performance appraisal and concept, approach and models of organizational commitment. After reviewing different relating literature the researcher developed a conceptual framework, which will guide this entire research.

Chapter 3: Research Methodology

Chapter three outlines the research methodology adopted for this study. It includes research design, research tools, procedures used for data collection and data analysis for the study.

Chapter 4: Performance Appraisal

The research findings are presented in this chapter. In this chapter the researcher analyzed the employees' perception of PA through mean and standard deviation.

Chapter 5: Organizational Commitment

The research findings are also presented in this chapter. In this chapter the researcher analyzed the employees' levels of commitment through mean and standard deviation.

Chapter 6: Performance Appraisal and Organizational Commitment

Chapter six focuses the relationship that exists between perception of PA and OC using regression and ANOVA.

Chapter 7: Findings and Conclusions

The final chapter of the thesis, describes the major summary of findings and the contribution that this study has made to our knowledge on implementing fair PA system in banking sector in Bangladesh. This chapter also concludes the research, address research objective, hypothesis and identifies areas for further research.

Chapter Two

Literature Review and Theoretical Framework

2.1 Introduction

This chapter mainly focuses on the review of related literature. The three key components, such as, performance appraisal (PA), organizational justice (OJ) and organizational commitment (OC) have also been overviewed in this chapter. Finally the researcher proposed a conceptual framework which guided this study.

2.2 Review of Literature

Literature review provides relevant information regarding the proposed research topic. Through literature review researcher gains knowledge about whether any research has been conducted on the proposed topic or whether any research gap exists in those research. In order to find out the gap and rationality of the proposed research the following literature has been reviewed by the researcher:

Munir Salleh, et al. examined the influence of fairness of PA system on OC of public sector employees in Malaysia. Using regression analysis, the study explored that PA is an important means for influencing

employee commitment. That means performance appraisal is strongly linked with organizational commitment.¹

Nasurdin, Hemdi and Guat examined the relationship amid employees' perceptions of PA and OC in manufacturing sector in Malaysia. They found a significant relationship between PA and OC.²

Saxena Neha and Rai Himanshu explored the impact of PA system on OC in the service sector in India. The study explored that PA system have direct impact on OC. It is also depicted from the study findings that the employees, who remain committed to the organization, possess a high level of satisfaction with the PA system.³

S. P. Singh and Shikha Rana examined the impact of fairness in PA system on OC of public sector bank's employees in India. The result of this study shows that, fairness of PA practices has a significant influence on the employees' OC.⁴

¹ Munir Salleh, et al., "Fairness of Performance Appraisal and Organizational Commitment," *Asian Social Science*; vol. 9, no. 2, 2013, p. 126.

² Aizzat Mohd. Nasurdin, Mohamad Abdullah Hemdi and Lye Phei Guat, "Does Perceived Organizational Support Mediate the Relationship between Human Resource Management Practices and Organizational Commitment?" *Asian Academy of Management Journal*, vol. 13, no. 1, January 2008, p. 29.

³ Saxena Neha and Rai Himanshu, "Impact of Performance Appraisal on Organizational Commitment and Job Satisfaction," *International Journal of Engineering and Management Sciences*, vol. 6, no. 2, 2015, p. 96.

⁴ S. P. Singh and Shikha Rana, "The Impact of Performance Appraisal on Organizational Commitment of Bank Employees," *International Journal of Science and Research (IJSR)*, vol. 4, no. 4, April 2015, pp. 2964-66.

Sharon L.C. Tan and Chong M. Lau explored the relationship between nonfinancial based performance measures and organizational commitment. They observed that, nonfinancial based performance measures have a significant direct impact on OC.⁵

Asamu Festus Femi assessed the role of PA towards the employees' commitment in Nigeria. Findings revealed that implementation of the appropriate PA system enhance employees' commitment which indicates that PA is significantly correlated with OC.⁶

Saira Hassan and Babak Mahmood investigated the relationship between HRM practices and OC of Textile Sector employees in Pakistan. In this study they developed an objective regarding the relationship amid PA and OC of employees. Finding indicated that the employees' who are satisfied with the PA system are committed to their organization.⁷

⁵ Sharon L.C. Tan and Chong M. Lau, "The Impact of Performance Measures on Employee Fairness Perceptions, Job Satisfaction and Organizational Commitment," *JAMAR*, vol. 10, no. 2, 2012, pp. 65-68.

⁶ Asamu Festus Femi, "Perception of Performance Appraisal and Workers' Performance in WEMA Bank Headquarters, Lagos," *Global Journal of Arts, Humanities and Social Sciences*, vol. 1, no. 4, December 2013, pp. 98-99.

⁷ Saira Hassan and Babak Mahmood, "Relationship between HRM Practices and Organizational Commitment of Employees: An Empirical Study of Textile Sector in Pakistan," *International Journal of Academic Research in Accounting, Finance and Management Sciences*, vol. 6, no.1, January 2016, p. 27.

Zahid Iqbal, Ghazanfer Iqbal and Maria Quibtia examined the relationship between PA and OC in Pakistan. They have found that perceived fairness of PA has significant impacts upon employee's OC.⁸

Elaine Farndale and Veronica Hope-Hailey carried out a study to explore the effect of fair perceptions of PA on OC. The study explored that fair PA practices help to enhance OC.⁹

Aharon Tziner and Kevin R. Murphy studied the relationship between perception of fairness in PA and OC. The results of this study indicated that fair perceptions of PA affect the employees' levels of OC.¹⁰

Paul and Anantharaman carried out a study to explore the effect of HRM practices especially PA practices on OC among software professionals in India. The study revealed that there is a strong linked between development-oriented PA and OC.¹¹

⁸ Zahid Iqbal, Ghazanfer Iqbal and Maria Quibtia, "Perceived Fairness of Performance Appraisal System and its Impact on Job Satisfaction and Organizational Commitment: A Case Study of MCB Bank in Pakistan," *International Journal of Management and Commerce Innovations*, vol. 3, no. 2, October 2015 - March 2016, p. 934.

⁹ Elaine Farndale and Veronica Hope-Hailey, "High Commitment Performance Management, the Roles of Justice and Trust," *Personnel Review*, vol. 40, no.1, 2010, pp. 15-17.

¹⁰ Aharon Tziner and Kevin R. Murphy, "Additional Evidence of Attitudinal Influences in Performance Appraisal," *Journal of Business and Psychology*, vol. 13, no. 3, Spring 1999, p. 417.

¹¹ A. K. Paul and R. N. Anantharaman, "Influence of HRM Practices on Organizational Commitment: A Study among Software Professionals in India," *Human Resource Development Quarterly*, vol. 15 no. 1, 2004, p. 84.

Ali Poursafar, et al. examined the relationship amid development-oriented PA and OC. The result of the research showed that development-oriented PA was significantly and positively connected with organizational commitment.¹²

Ali Rajabi and Mohammad Rahim Najafzadeh carried out a study with the aim of determining the connection amid teachers' organizational justice and OC in Iran. The result explored that fair use of organizational justice affects teachers' level of organizational commitment.¹³

Ajala, E. Majekodunmi explored the influence of OJ on OC in manufacturing industry in Nigeria. Using correlation and multiple regression analysis the study explored that there was a positive association amid OJ and OC.¹⁴

Alptekin Sökmen and Emre Burak Ekmekçioğlu explored the relationship amid OJ and OC of health employees in Turkey. Using

¹² Ali Poursafar, et al, "The Relationship between Developmental Performance Appraisal, Organizational Support, Organizational Commitment and Task Performance: Testing a Mediation Model," *International Journal of Human Resource Studies*, vol. 4, no. 2, 2014, p. 58.

¹³ Ali Rajabi and Mohammad Rahim Najafzadeh, "The Relationship between Organizational Justice and Organizational Commitment of Physical Education Teachers of Tabriz," *International Journal of Basic Sciences & Applied Research*, vol. 4 no. 5, 2015, p. 258.

¹⁴ Ajala, E. Majekodunmi, "The Influence of Organisational Justice on Employees' Commitment in Manufacturing Firms in Oyo State, Nigeria: Implications For Industrial Social Work," *African Journal of Social Work*, vol.5, no. 1, June 2015, pp. 116-121.

regression and correlation the results explored that OJ is positively related to OC.¹⁵

Arif Hassan studied the role of perception of fairness and employees' OC in Malaysia. The study found that fairness perceptions are positively related to commitment. This study also explored that, if fair perception is exists incase of promotion then it ensures internal equity which significantly influenced higher levels of commitment.¹⁶

Arti Bakhshi, Kuldeep Kumar and Ekta Rani examined the relationship amid perceived OJ and OC of medical college employees' in India. The study found that OJ was significantly related to OC.¹⁷

Asim Rahman, et al. carried out their study with the aim of measuring the effect of OJ on OC of University lecturers in Pakistan. The results found that OJ positively and significantly affect the lecturers' commitment levels towards the University.¹⁸

¹⁵ Alptekin Sökmen and Emre Burak Ekmekçioğlu, "The Relationship between Organizational Justice, Organizational Commitment and Intention to Leave: Investigating Gender Difference," *International Journal of Business and Management Invention*, vol. 5, no. 12, December 2016, p. 29.

¹⁶ Arif Hassan, "Organizational Justice as a Determinant of Organizational Commitment and Intention to Leave," *Asian Academy of Management Journal*, vol. 7, no. 2, July 2002, p. 63.

¹⁷ Arti Bakhshi, Kuldeep Kumar and Ekta Rani, "Organizational Justice Perceptions as Predictor of Job Satisfaction and Organization Commitment," *International Journal of Business and Management*, vol. 4, no. 9, 2009, pp. 145-149.

¹⁸ Asim Rahman, et al., "Effects of Organizational Justice on Organizational Commitment," *International Journal of Economics and Financial Issues*, vol. 6 (S3), 2016, p. 194.

Bekir Buluc and Ahmet Melih Gunes conducted a research work to explore the relationship amid OJ and OC of primary school teachers in Turkey. The study found a strong linked between OJ and OC.¹⁹

Ponnu and Chuah analyzed the relationship amid OJ and OC of Malaysian employees. Using regression analysis the study explored that OJ had significant relationship with OC. The result also indicated that the employees who have perceived higher fairness were more committed to their organization.²⁰

Fatt, Khin and Heng analyzed the impact of OJ (DJ and PJ) on OC of various companies in Malaysia. This study explored that OJ affect OC among employees.²¹

McFarlin and Sweeney conducted a study to explore the relationship amid OJ (DJ and PJ) and OC. The result of the study explored that fairness in PA procedures have a greater effect on OC.²²

¹⁹ Bekir Buluc and Ahmet Melih Gunes, "Relationship between Organizational Justice and Organizational Commitment in Primary Schools," *Anthropologist*, vol. 18, no. 1, 2014, p. 145.

²⁰ C. H. Ponnu and C. C. Chuah, "Organizational Commitment, Organizational Justice and Employee Turnover in Malaysia," *African Journal of Business Management*, vol. 4, no. 13, 2010, p. 2686.

²¹ Choong Kwai Fatt, Edward Wong Sek Khin and Tioh Ngee Heng, "The Impact of Organizational Justice on Employee's Job Satisfaction: The Malaysian Companies Perspectives," *American Journal of Economics and Business Administration*, vol. 2, no.1, 2010, p. 69.

Gauri S. Rai conducted a research study among health and rehabilitation staff in the United States to investigate the effect of OJ on OC. The findings explored that OJ (DJ and PJ) influenced OC. The researcher recommended that if organizations wish to enhance OC they should be conscious about developing fair PA programs and policies.²³

Hakan Turgut, Ismail Tokmak, and Cem Gucel conducted a research among University administrative and academic staff to indicate the influence of PA on OC. The study revealed that OJ affects OC.²⁴

Kamile Demir carried out a research to explore the correlation between teachers' OJ perceptions and OC. Using meta-analysis, the study found that OJ significantly and positively correlated with OC.²⁵

²² Dean B. McFarlin and Paul D. Sweeney, "Distributive and Procedural Justice as Predictors of Satisfaction with Personal and Organizational Outcome," *The Academy of Management Journal*, vol. 35, no. 3, August 1992, p. 634.

²³ Gauri S. Rai, "Impact of Organizational Justice on Satisfaction, Commitment and Turnover Intention: Can Fair Treatment by Organizations Make a Difference in their Workers' Attitudes and Behaviors?" *International Journal of Human Sciences*, vol. 10, no. 2, 2013, p. 260.

²⁴ Hakan Turgut, Ismail Tokmak, and Cem Gucel, "The Effect of Employees' Organizational Justice Perceptions on their Organizational Commitment: A University Sample," *International Journal of Business and Management Studies*, vol. 4, no 2, 2012, p. 27.

²⁵ Kamile Demir, "Relations between Teachers' Organizational Justice Perceptions and Organizational Commitment and Job Satisfaction in the School: A Meta-analysis," *International Journal of Human Sciences*, vol. 13, no. 1, 2016, p. 1408.

Muhammad Jawad, et al. explored the role of OJ on OC. Findings indicted that positive and strong association exists between OJ and OC. The findings also indentified that OJ leads towards high level of OC.²⁶

Nazim Ali and Shahid Jan investigated the connection between OJ and OC of pharmaceuticals employees in Pakistan. The results indicated that OJ (DJ and PJ) perception had a positive significant relationship with OC.²⁷

Tang and Sarsfield-Baldwin studied the connection between OJ and OC. Randomly selected respondents were asked to complete questionnaire 4 weeks before and 4 weeks after their PA. Results showed that OJ (DJ and PJ) were connected with OC.²⁸

Uday Bhosale and K. Pradeep Kumar conducted a study among managers in Pune, India to understand the influence of PA perception on OC. The study revealed that fair PA perception has a positive and significance connection with OC.²⁹

²⁶ Muhammad Jawad, et al., "Role of Organizational Justice in Organizational Commitment with Moderating Effect of Employee Work Attitudes," *IOSR Journal of Business and Management (IOSR-JBM)*, vol. 5, no. 4, Nov.- Dec. 2012, p. 39.

²⁷ Nazim Ali and Shahid Jan, "Relationship between Organizational Justice and Organizational Commitment and Turnover Intentions amongst Medical Representatives of Pharmaceuticals Companies of Pakistan," *Journal of Managerial Sciences*, vol. 6, no. 2, p. 201.

²⁸ Thomas Li-Ping Tang and Linda J. Sarsfield-Baldwin, "Distributive and Procedural Justice as Related to Satisfaction and Commitment," *S.A.M. Advanced Management Journal*, vol. 61, no. 3, 1996, pp. 25-31.

²⁹ Uday Bhosale and Dr. K. Pradeep Kumar, "Performance Management System and Organizational Commitment," *Pezzottaite Journals*, vol. 4, no. 2, April – June 2015, p. 1728.

2.3 Justification of the Study

From the above literature review it is seen that, the concept of perception of performance appraisal and organizational commitment have been widely studied in various countries in the world. In Bangladesh, the concept of performance appraisal and organizational commitment is not getting the importance as it deserves. No study (searching through e-resource publishers such as emerald, JSTOR, and SAGE) has yet been conducted on this issue in private commercial banks in Bangladesh. Therefore, conducting this research seems significant and worthwhile.

A very few research conducted in Bangladesh highlighted the performance appraisal process and their practices on employee's performance. And none of the study has focused on relationship between perception of performance appraisal and organizational commitment in the banking sector of Bangladesh. That is why, the researcher wishes to explore the employees' perception to performance appraisal; employees' level of organizational commitment; and as well as the relationship between perception of performance appraisal practices and organizational commitment of the selected private commercial banks in Bangladesh.

2.4 Theoretical Framework

This section mainly deals with concept, process, various methods of performance appraisal; and concept, approaches and models of organizational commitment.

2.4.1 Definition of Performance Appraisal

Performance appraisal is a formal and systematic procedure by which an organization clearly identifies performance dimension or criteria to evaluate an employee with the help of that dimensions. In other words, performance appraisal is a formal interview amid a subordinate and supervisor, intending to measure employees' performance, identify strengths and weaknesses and opportunities for development.

Gary Dessler defined performance appraisal as a procedure that involves settings employees' work standards, evaluating actual performance with these standards, and providing feedback with the aim of motivating the employee to eliminate performance deficiencies.³⁰

Ricky W. Griffin defines performance appraisal as a formal assessment of how well employees are doing their job.³¹

³⁰ Gary Dessler, *Human Resource Management* (11th ed., New Delhi: Prentice-Hall of India Private Limited, 2008), p. 336.

³¹ Ricky W. Griffin, *Management*, p. 433.

Mathis and Jackson defines performance appraisal as the process of appraising employees performance with a set of predetermined standards and then communicating that information to employees.³²

Performance appraisal is the process by which organization appraise an employee's work performance through compare with predetermined standards, and communicates the appraisal to the employee.³³

Performance appraisal is that part of performance assessment process in which an employee's contributions to the organization is evaluated. Performance appraisal lets employees know about their performance against predetermined standards.³⁴

For the purpose of this study, performance appraisal has been defined as any procedure by which organizations appraise employees' performance with predetermined standards and inform the employees about their performance in order to eliminate performance deficiency.

³² Robert L. Mathis and John H. Jackson, *Human Resource Management* (13th ed., USA: South Western, Cengage Learning, 2011), p. 320.

³³ Ricky W. Griffin and Gregory Moorhead, *Organizational Behavior: Managing People and Organizations* (11th ed., USA: South-Western, Cengage Learning, 2014), p. 155.

³⁴ Cynthia D. Fisher, Lyle F. Schoenfeldt and James B. Shaw, *Human Resource Management* (5th ed., USA: Houghton Mifflin Co., 2004), p. 483.

2.4.2 Uses of Performance Appraisal

Performance appraisal is considered as an important tool for any organization because it provides very useful information that can be used in making decisions regarding different human resource aspects. Mathis and Jackson identified two main uses of PA process, i.e. administrative and developmental use.³⁵ Cleveland, Murphy and Williams presented a list of 20 uses of performance appraisal, grouped into four categories– between-employees, within-employee, systems maintenance and documentation.³⁶ Aswathappa proposed administrative, developmental, organizational maintenance and documentation uses of PA.³⁷

The uses of performance appraisal are as follows:

- Administrative uses of appraisal supports various human resource activities such as pay adjustments, promotions, transfers, demotions, etc.
- Developmental use of performance appraisal emphasizes recognizing employee's strong and weak point, present training and development needs, employees' future potentialities and career directions.

³⁵ Robert L. Mathis and John H. Jackson, *Human Resource Management*, p. 330-332.

³⁶ Jeanette N. Cleveland, Kevin R. Murphy and Richard E. Williams, "Multiple Uses of Performance Appraisal: Prevalence and Correlates," *Journal of Applied Psychology*, vol. 74, no. 1, 1989, p. 132.

³⁷ K. Aswathappa, *Human Resource management: Text and Cases* (7th ed., New Delhi: McGraw Hill Education (India) Private Limited, 2013), p. 323.

- Organizational maintenance use of appraisal includes HR planning, evaluating future training needs and assessing organizational performance achievements.
- Documentation uses include documenting important personnel decisions and having record in case of legal proceedings.

2.4.3 Performance Appraisal Process

DeCenzo and Robbins, Biswajeet Pattanayak, and Gary Dessler proposed various steps in performance appraisal process. This study has selected the following steps in light of their suggestions:

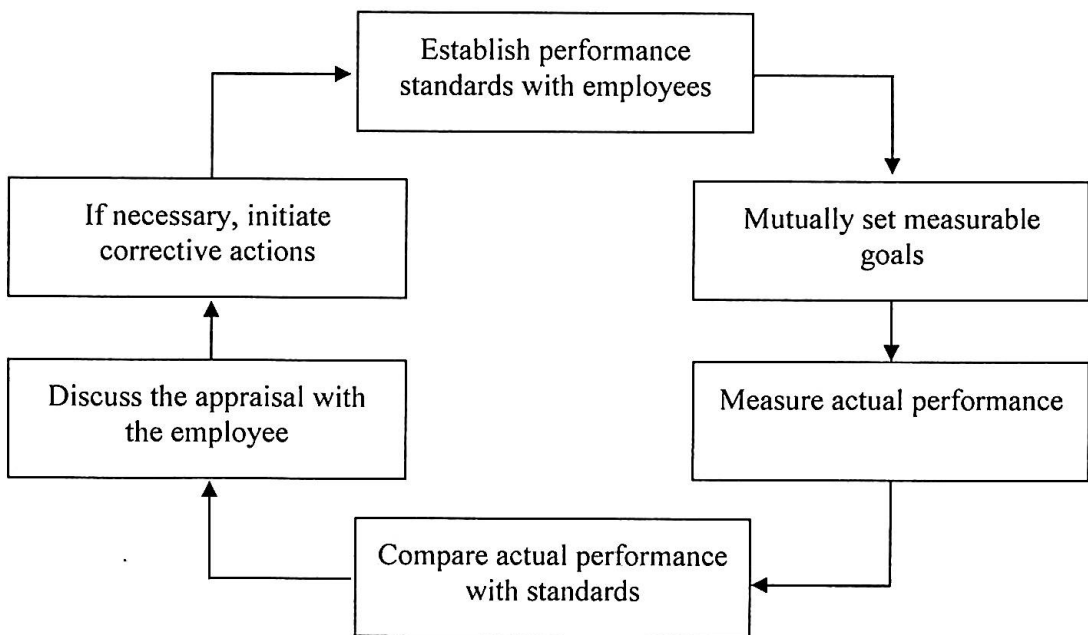


Figure 2.1 : Performance Appraisal Process

Source: Developed for this Study

Establish performance standards with employees

At first the organization sets the standards with the employee in accordance with the strategy set to achieve organizational goals.

Mutually set measureable goals

After setting the performance standards, those standards should be communicated with the employees to set mutually measurable goals.

Measure actual performance

After communicating the standards, it needs to judge the actual performance done by employees.

Compare actual performance with standards

This step mainly involves measuring whether any discrepancy exists between the predetermined standard set mutually to achieve organizational goals and actual work done by the employee.

Discuss the appraisal with the employees

After comparing the performance, it is important to communicate the evaluation with the employee.

If necessary, initiates corrective action

After discussing the result with the employee, it is time to take corrective action whether it is required. The necessary corrective action helps to eliminate or reduce the deviation between the predetermined standard and actual work done.

2.4.4 Performance Appraisal Methods

Decenzo and Robbins proposed absolute standards, relative standards and outcomes (objectives) based methods for measuring employees' performance.³⁸ Where as Aswathapa have proposed traditional methods and modern methods for appraising performance.³⁹

Analyzing many research works in this area, the researcher decides to discuss the following performance appraisal methods:

Table 2.1 : Performance Appraisal Methods

Traditional Methods	Modern Methods
Graphic Rating Scales	Management by Objectives
Ranking Method	Behaviorally Anchored Rating Scales (BARS)
Paired Comparison Method	Behavior Observation Scales
Forced distribution Method	Assessment Center
Critical Incident Method	Human Resources Accounting
Essay Method	Psychological Appraisal
Annual Confidential Report	360 Degree Appraisal
	720 Degree Appraisal

Source: Developed for this study

³⁸ David A. DeCenzo and Stephen P. Robbins, *Fundamentals of Human Resource Management* (8th ed., Singapore: John Wiley & Sons, Inc., 2005), p. 251.

³⁹ K Aswathapa, *Human Resource management: Text and Cases*, p. 339.

2.4.4.1 Traditional Methods of Performance Appraisal

Traditional methods are comparatively older methods of performance appraisal. The main traditional methods are as follows:

a) Graphic Rating Scales

Graphic rating method is the easiest and popular method for evaluating performance. Based on employees' various traits a scale is prepared for evaluating employees' performance. Each employee is rated by circling the score that best suits employees' performance for each trait. The employee is graded by adding score of each trait.⁴⁰

b) Ranking Method

Based on employees' traits, an evaluator used to rank the employees that range from best to worst in ranking method.⁴¹ In straight ranking, the best employee is identified, then the second best, and so on until the worst employee is assigned the lowest rank.⁴²

c) Paired Comparison

Paired comparison method is developed for making the ranking method more accurate. In this method manager compares each employee with every other employee on the basis of overall competency aspect.⁴³

⁴⁰ Gary Dessler, *Human Resource Management*, p. 341.

⁴¹ Ibid., p. 341.

⁴² Cynthia D. Fisher, Lyle F. Schoenfeldt and James B. Shaw, *Human Resource Management*, p. 508.

⁴³ Gary Dessler, *Human Resource Management*, p. 344.

d) Forced Distribution Method

In forced distribution method, ratings are compared with other employee's ratings that are generated through other appraisal method.⁴⁴ According to a specified distribution each employee is compared with the entire employees.

e) Critical Incident Method

In this method, the manager prepares a report on the basis of highly friendly and adverse events accomplished by an employee. On the basis of these incidents employees' performance is evaluated.⁴⁵

f) Essay Method

In essay method, an evaluator is supposed to write a short essay narrating the performance, existing capabilities, strength and weakness of each employees. On the basis of this essay, the concerned authority grades the employee.⁴⁶

⁴⁴ Robert L. Mathis and John H. Jackson, *Human Resource Management*, p. 343.

⁴⁵ Ibid., p. 345.

⁴⁶ Ibid., p. 345.

g) Annual Confidential Report

In annual confidential report method the supervisor's perceptions, understanding, observation, and judgment help to evaluate employees' performance. The superior keeps the report confidentially.⁴⁷

2.4.4.2 Modern Methods of Performance Appraisal

Modern methods were developed to increase the applicability of traditional methods. The following are the modern methods:

a) MBO

Peter F. Drucker introduced and used management by objective as a systematic approach to setting objectives and measuring employees' performance on the basis of these objectives. In this method managers and subordinates jointly specifies the performance goals.⁴⁸ Gary Dessler indentified the following six main steps of MBO⁴⁹:

1. **Set the organization's goals:** In this step, top managers determine the organization wide overall goals of the organization for next year.

⁴⁷ S. Jansirani, et al., "A Study on Performance Appraisal System at Wipro Infrastructure Engineering Pvt. Ltd.," *IOSR Journal of Business and Management (IOSR-JBM)*, vol. 9, no. 3, March-April, 2013, p. 14.

⁴⁸ Robert L. Mathis and John H. Jackson, *Human Resource Management*, p. 345.

⁴⁹ Gary Dessler, *Human Resource Management*, p. 353.

2. **Set departmental goals:** Top managers and department heads jointly determine goals for each department of the organization.
3. **Discuss departmental goals:** Department heads at a meeting communicate and discuss the departmental goals with all subordinates in order to determine each employee's contribution to the departmental goals.
4. **Define expected results:** Department heads and subordinates determine each employee's performance targets.

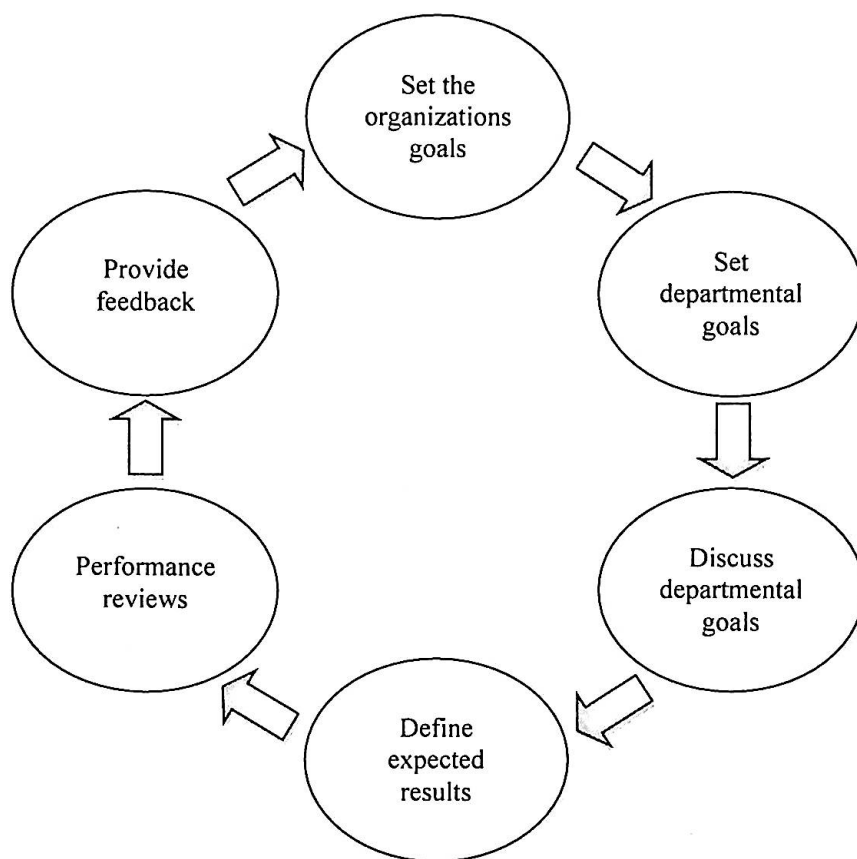


Figure 2.2 : MBO Process

Source: Developed for this Study

5. **Performance reviews:** Department heads compare the actual performance with targeted performance of each employee.
6. **Provide feedback:** At a meeting department heads and employees discuss and appraise the latter progress.

b) BARS

BARS is a complicated rating method in which supervisors build a rating scale related with behavioral anchors.⁵⁰ Gary Dessler proposed following stages of BARS:

- (a) creation of critical incidents,
- (b) building performance dimensions,
- (c) relocating incidents,
- (d) rating the incidents, and
- (e) development of final instrument.⁵¹

c) Behavior Observation Scales

The frequent workplace behavior of employees is observed by the appraiser in BOS method. Appraiser provides feedback to the employee and differentiates good performers from poor performers.⁵²

⁵⁰ Ricky W. Griffin, *Management*, p. 435.

⁵¹ Gary Dessler, *Human Resource Management*, pp. 350-351.

⁵² S. Jansirani, et al., "A Study on Performance Appraisal System at Wipro Infrastructure Engineering Pvt. Ltd", p. 14.

d) Assessment Center

Assessment center method focuses on observation of behaviors across a series of work samples which need same aspects for fruitful performance in real job.⁵³ After observing their behaviors, the raters discuss recorded observations with assesses. Based upon this discussion the decision is made. Self and peer appraisal are also used for final rating.

e) Human Resources Accounting

In HRA method the employees' performance is measured in terms of cost and contribution of employees. The cost include all the expenditures incurred on employee, such as selection, compensation, and training cost, etc., and their achievements consist of entire financial value added to the organization.⁵⁴

f) 360 Degree Appraisal

360 Degree method is a popular performance appraisal technique in which supervisors, peers, team members, employees, customers, and suppliers evaluate the employee.⁵⁵

⁵³ Manish Khanna and Rajneesh Kumar Sharma, "Employees Performance Appraisal and its Techniques: A Review," *Asian Journal of Advanced Basic Sciences*, vol. 2 no. 2, 2014, p. 56.

⁵⁴ *Ibid.*, p. 57.

⁵⁵ David A. DeCenzo and Stephen P. Robbins, *Fundamentals of Human Resource Management*, p. 263.

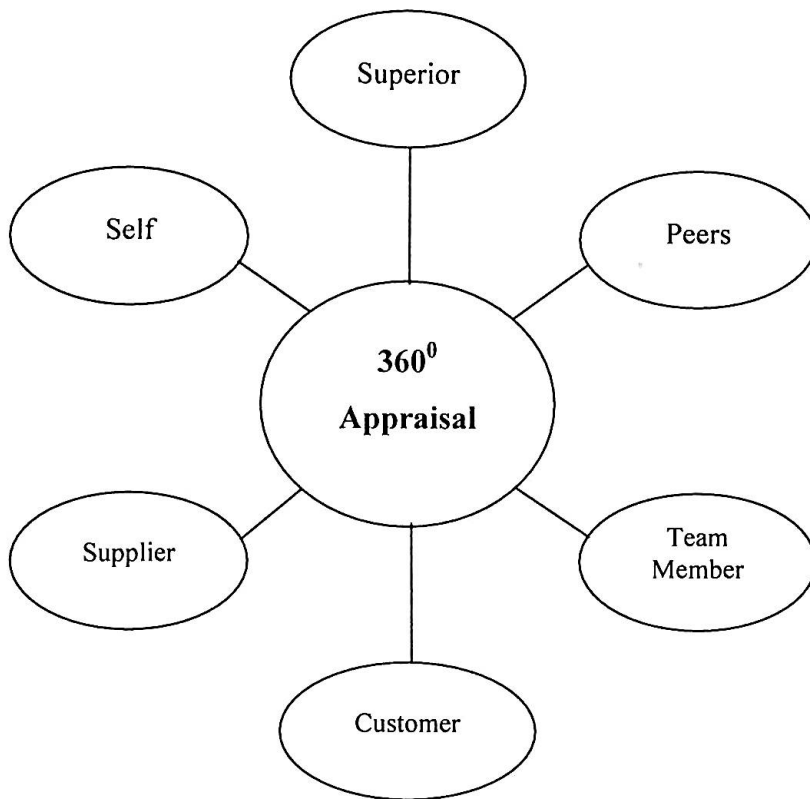


Figure 2.3: 360 Degree Appraisal
 Source: Developed for this Study

Employees also rate themselves and their own ratings are compared with other evaluations.⁵⁶

g) 720 Degree Appraisal

Gal Breath developed the 720 degree performance appraisal method for appraising performance of the employee. Based on feedback of

⁵⁶ Herman Aguinis, *Performance Management* (3rd ed., USA: Pearson Education Inc., 2013), p. 211.

customers, stakeholders, employees, family members, suppliers, team members, and communities' employee is appraised in 720 degree appraisal.⁵⁷

h) Psychological Approach

In order to assess employee's intellectual, emotional, and motivational conditions psychologists conduct in-depth interviews, psychological tests, and considers other ratings. From these evaluations, psychologists suggest employees' potentialities and development decisions that may shape an employee's career.⁵⁸

2.4.5 Definition of Organizational Commitment

In this section, concept, types, approaches and various models of organizational commitment are discussed.

Meyer and Herscovitch defined commitment as a force that binds an employee to a course of action of relevance to one or more targets.⁵⁹

⁵⁷ Manish Khanna and Rajneesh Kumar Sharma, "Employees Performance Appraisal and its Techniques: A Review," p. 57.

⁵⁸ S. Jansirani, et al., "A Study on Performance Appraisal System at Wipro Infrastructure Engineering Pvt. Ltd.," p. 14.

⁵⁹ John P. Meyer and Lynne Herscovitch, "Commitment in the Workplace: Toward a General Model," *Human Resource Management Review*, vol. 11, 2001, p. 301.

According to Robbins and Judge, organizational commitment is defined as a degree to which an employee recognizes with a specific organization and its goals, and wishes to continue membership in the organization.⁶⁰

Ricky W. Griffin defined organizational commitment as an attitude that reflects an individual's identification with and attachment to the organization itself.⁶¹

Organizational commitment is the extent to which an employee recognizes with the organization and wishes to continue actively participating in it.⁶²

For the purposes of this study, organizational commitment has been defined as psychological attachment of employees toward their organization which characterized by a strong intention to continue organizational membership and also desire to contribute to achieve organizational goals.

⁶⁰ Stephen P. Robbins and Timothy A. Judge, *Organizational Behavior* (15th ed., USA: Prentice- Hall, 2013), p. 75.

⁶¹ Ricky W. Griffin, *Management*, p. 466.

⁶² John W. Newstrom and Keith Davis, *Organizational Behavior: Human Behavior at Work*, (11th ed., New Delhi: Tata McGraw-Hill Publishing Company Limited, 2002), p. 211.

2.4.6 Approaches to Organizational Commitment

Aaron Cohen divided the approaches to organizational commitment in three categories: side-bets approach, psychological attachment approach and multi-dimensional approach.⁶³ The three approaches are as follows:

2.4.6.1 Side-bets Approach

The side-bets approach was developed by Howard S. Becker.⁶⁴ According to this approach, committed employees become committed because they have made some hidden investments, i.e. side-bets to their organization. Howard S. Becker use the term “side-bets” to refer the value that an employee invested during his/her employment time in the organization and that would be lost if the employees were to leave the organization.⁶⁵ Becker identified that, when an employee engaged himself in an organization for a long-term, he invests a lot for the organization and if he leaves the organization he would lose all of these. As a result, lack of feasible alternative the employee wants to maintain membership with the organization and become committed to the organization.

⁶³ Aaron Cohen, “Commitment before and after: An Evaluation and Reconceptualization of Organizational Commitment,” *Human Resource Management Review*, vol. 17, no. 3, September 2007, p. 338-339.

⁶⁴ Howard S. Becker, “Notes on the Concept of Commitment,” *The American Journal of Sociology*, vol. 66, no. 1, July, 1960, pp. 32-40.

⁶⁵ *Ibid.*, pp. 32-40.

Becker's approach views a familiar relationship amid commitment and turnover.⁶⁶ In order to prove this some researcher of this field developed and used different scales. The analysis of later researchers found out close connection between commitment and turnover. They established that turnover is the main attitude that is influenced by organizational commitment. Meyer and Allen's continuance commitment scale is the influence of the side-bets approach.

2.4.6.2 The Psychological Attachment Approach

The psychological attachment approach was developed by Porter, Steers, and Boulin.⁶⁷ The focus of commitment moved to the employees' psychological involvement to the organization. Porter and his colleagues identified commitment as the relative strength of employees' bonding with a specific organization. They also identified, a strong faith in the organization's goals; a willingness to apply significance effort; and a strong wish to continue membership in the organization.⁶⁸

⁶⁶ Aaron Cohen, "Commitment before and after: An evaluation and Reconceptualization of Organizational Commitment," p. 338.

⁶⁷ Lyman W. Porter, Richard M. Steers, and Paul V. Boulin, "Organizational Commitment, Job Satisfaction and Turnover among Psychiatric Technicians," *Technical Report No.16, California University, Irvine Graduate School of Administration*, July 1973, p. 3.

⁶⁸ *Ibid.*, p. 3.

2.4.6.3 The Multi-dimensional Approach

The multi-dimensional approach was developed by Meyer and Allen. They argued in a research paper that the side-bet approach was saturated with affective commitment and not tested appropriately.⁶⁹ In their view the continuance commitment is a better representation of Becker's side-bets approach. After that, they introduced normative commitment.⁷⁰ NC was defined as an affection of responsibility to maintain employment. The three dimensions were characterized as multi-dimensional approach of organizational commitment.

2.4.7 Models of Organizational Commitment

Researchers have attempted to recognize different models of organizational commitment. Models are important because through model each researcher expressed their own viewpoint. The different models are as follows:

2.4.7.1 O'Reilly and Chatman's Model

O'Reilly and Chatman developed their organizational commitment model based on the notion that commitment characterizes an attitude

⁶⁹ John P. Meyer and Natalie J. Allen, "Testing the Side-Bet Theory of Organizational Commitment: Some Methodological Considerations," *Journal of Applied Psychology*, vol. 69, no. 3, 1984, p. 378.

⁷⁰ Natalie J. Allen and John P. Meyer, "The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization," *Journal of Occupational Psychology*, vol. 63, 1990, p. 3.

toward the organization. Based on Kelman's research work⁷¹ O'Reilly and Chatman indentified the three forms of commitment⁷², namely:

Compliance: This occurs when an employee accepts specific attitudes to gain desire rewards.

Identification: This occurs when an employee agrees to influence to create or sustain a satisfying relationship.

Internalisation: This occurs when employees own values are congruent with the organization's existing values.

2.4.7.2 Meyer and Allen's Three-Component Model

Meyer and Allen developed the three-component model of commitment.⁷³ Their belief is that commitment binds an employee to an organization. They identified that this bonding depend on the mindset of the employee. The mindsets depend on three components. The components are as follows:

⁷¹ Herbert C. Kelman, "Compliance, Identification and Internalization Three Process of Attitude Change," *Conflict Resolution*, vol. 2, no. 1, p. 53.

⁷² Charles O'Reilly III and Jennifer Chatman, "Organizational Commitment and Psychological Attachment: The Effects of Compliance, Identification, and Internalization on Prosocial Behavior," *Journal of Applied Psychology*, vol. 71, no. 3, 1986, p. 493.

⁷³ John P. Meyer and Natalie J. Allen, "A three-component Conceptualization of Organizational Commitment," p. 67.

a. Affective Commitment

Affective commitment is the employee's emotional bonding with the organization.⁷⁴ Affective committed employee want to perform to achieve organizational goals. It is also viewed as employees' proactive involvement to the organizational goals in order to achieve those goals.

b. Continuance Commitment

Continuance commitment is awareness of the expense related with leaving the organization.⁷⁵ Kanter views the same idea and says that profit linked with continued participation and a cost linked with leaving the organization.⁷⁶

c. Normative Commitment

Normative commitment is an affection of responsibility to maintain employment.⁷⁷ NC is also viewed as an internal pressure to perform in a way that meets organizational goals.⁷⁸ Meyer and Allen proposed that employees' moral liability arises through organizational socialization

⁷⁴ Ibid., p. 67.

⁷⁵ John P. Meyer and Natalie J. Allen, "A three-component Conceptualization of Organizational Commitment," p. 67.

⁷⁶ Rosabeth Moss Kanter, "Commitment and Social Organization: A Study of Commitment Mechanisms in Utopian Communities," *American Sociological Review*, vol. 33, no. 4 August 1968, p. 504.

⁷⁷ John P. Meyer and Natalie J. Allen, "A three-component Conceptualization of Organizational Commitment," p. 67.

⁷⁸ Yoash Wiener, "Commitment in Organizations: A Normative View," *The Academy of Management Review*, vol. 7, no. 3, July 1982, p. 421.

process. Normative committed employees feel obliged to return the advantage that they received from the organization.

2.4.8 Types of Commitment

There are three types of commitment are as follows:

a. Affective Commitment

Affective commitment is related with the emotional bond with the organization that arises through positive work experiences.⁷⁹

b. Continuance Commitment

Continuance commitment is related with the employees' perception of costs that would be lost if employee leave the organization.⁸⁰ When employee invests time and resource to the organizational and feels that financial cost involved in changing jobs and they decide to continue with the organization and become committed.

c. Normative Commitment

Normative commitment involves employees' feeling of moral obligation towards the organization.⁸¹ Employees' feelings of indebtedness help employee remains with the organization.

⁷⁹ Stephen Jaros, "Meyer and Allen Model of Organizational Commitment: Measurement Issues," *The ICFAI Journal of Organizational Behavior*, vol. 6, no. 4, 2007, p. 7.

⁸⁰ *Ibid.*, p. 7.

⁸¹ *Ibid.*, p. 7.

2.4.9 Antecedents and Consequences of Organizational Commitment

There are many different factors that shape OC among employees in an organization. Antecedents of OC have been widely studied by Mathieu and Zajac.⁸²

2.4.9.1 Antecedents of Organizational Commitment

Based on previous research work this study identified the following most influential antecedents of organizational commitment:

a. Personal Characteristics

Personal characteristics such as age, gender, education, marital status, and position act as an antecedents of OC. In a study Mathieu and Zajac found out that age and marital status was related to commitment.⁸³

b. Job Characteristics

Job characteristics including skill variety, task autonomy, challenging job, job scope have an effect on OC. By meta-analysis, Mathieu and Zajac explored positive association amid skill variety and organizational commitment.⁸⁴

⁸² John E. Mathieu and Dennis M. Zajac, "A Review and Meta-Analysis of the Antecedents, Correlates, and Consequences of Organizational Commitment," *Psychological Bulletin*, vol. 108, no. 2, 1990, p. 175.

⁸³ *Ibid.*, p. 175.

⁸⁴ *Ibid.*, p. 175.

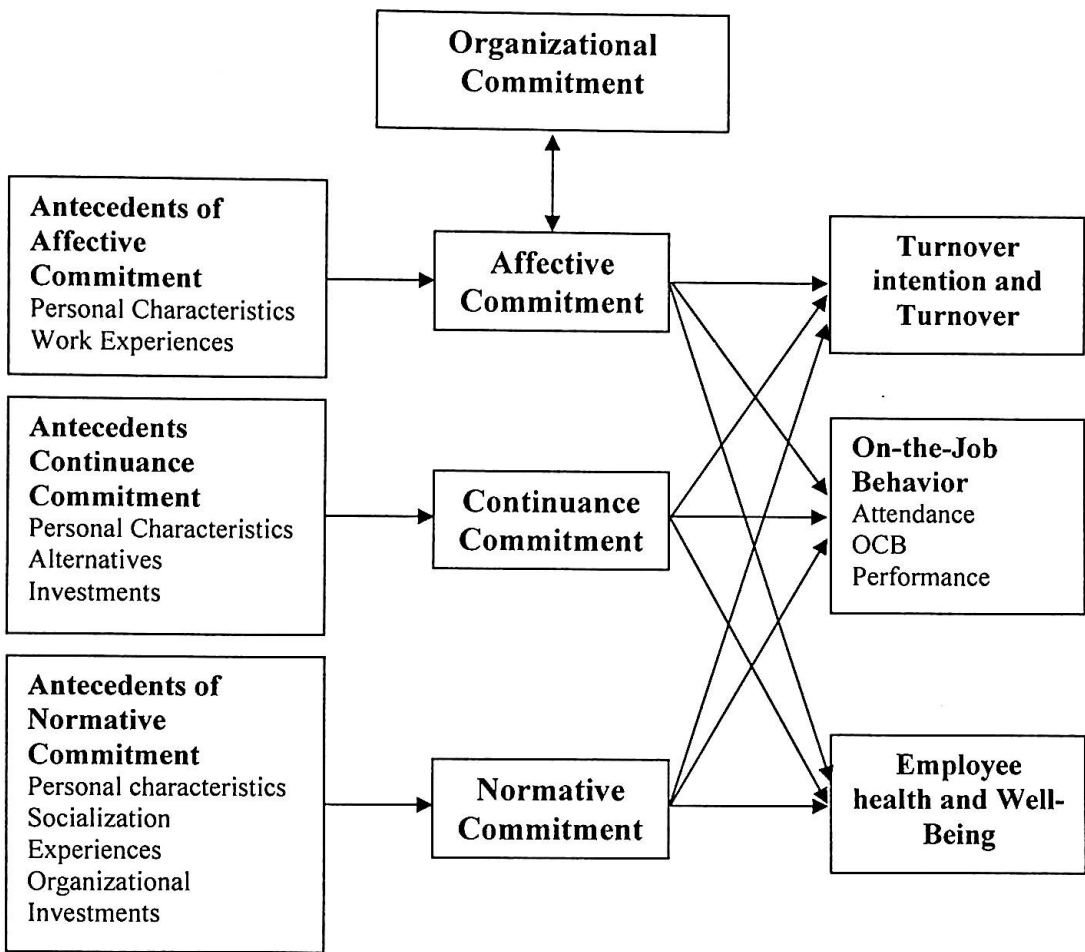


Figure 2.4: Antecedents and Consequences of Commitment

Source: John P. Meyer, et al., "Affective, Continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences." *Journal of Vocational Behavior*, vol. 61, 2002, p. 22.

c. Organizational Characteristics

Organizational support, role conflict, role ambiguity, organizational size, organizational centralization etc. are the main organizational characteristics that act as antecedents of organizational commitment.

d. HRM Strategies

HRM strategies and practices influence to create organizational commitment among employees. In a study, Abdirahman shows that, human resource management practices especially PA is positively related with OC.⁸⁵ In another study, Shahnawaz and Juyal shows that HRM practices especially PA is significantly correlated with OC.⁸⁶

2.4.9.2 Consequences of Organizational Commitment

The consequences of organizational commitment are as follows:

a. Increase Organization Effectiveness

Committed employees influence to increase the effectiveness of the company. Committed employees try to assert extra-ordinary endeavour to acquire the organizational goals and objectives.⁸⁷

⁸⁵ Abdirahman Salad Warsame, "Human Resource Management Practices and Organizational Commitment," *International Journal of Economics, Commerce and Management*, vol. 3, no. 8, August 2015, p. 156.

⁸⁶ M.G. Shahnawaz and Rakesh C. Juyal, "Human Resource Management Practices and Organizational Commitment in Different Organizations," *Journal of the Indian Academy of Applied Psychology*, vol. 32, no. 3, July 2006, p. 171.

⁸⁷ Amena Shahid and Shahid M. Azhar, "Gaining Employee Commitment: Linking to Organizational Effectiveness," *Journal of Management Research*, vol. 5, no. 1, 2013, p. 263.

b. Create Job Satisfaction

Commitment increases employee's job satisfaction. Suma and Lesha investigated the correlation amid job satisfaction and OC. The study explored that OC was significantly associated with job satisfaction. This finding also suggests that the greater the extent of job satisfaction prevails among the employees, the more they become committed to the organization.⁸⁸

c. Reduce Intentions to Turnover

Committed employees generally do not want to leave the organization and thus reduce the turnover. In a study McFarlane and Martin showed that OC had a great influence on intention to stay in the organization.⁸⁹

d. Increase Job involvement

Blau and Boal investigated the relationship amid job involvement and OC. They found a positive correlation amid OC and job involvement.⁹⁰

⁸⁸ Saimir Suma and Jonida Lesha, "Job Satisfaction and Organizational Commitment: The Case of Shkodra Municipality," *European Scientific Journal*, vol. 9, No.17, June 2013, p. 48.

⁸⁹ Lynn McFarlane Shore and Harry J Martin, "Job Satisfaction and Organizational Commitment: Relation to Work Performance and Turnover Intentions," *Human Relations*, vol. 42, no. 7, 1989, p. 630.

⁹⁰ Gary J. Blau and Kimberly B. Boal, "Conceptualizing How Job Involvement and Organizational Commitment Affect Turnover and Absenteeism," *The Academy of Management Review*, vol. 12, no. 2, April 1987, p. 294.

e. Employee well being

Commitment ensures employees' own well being. Committed employees generally contribute more to achieve organizational objectives and in turn organization offers higher increment and promotion to the committed employees.

2.4.10 Concept of Organizational Justice

Issues of organizational justice are key concerns to almost all the employees. In work settings, most of the employees often compare their rewards with their contribution or sometimes with their colleagues. Thus organizational justice refers to employees' own evaluation of whether their organization treats its employees fairly or unfairly.

Jerald Greenberg defined organizational justice as an employee's perceptions of fairness of the procedures used to make organizational decisions and to implement those decisions.⁹¹

Jason A. Colquitt, et al. stated that the fairness of outcome and the procedures used to determine outcome distributions is called organizational justice.⁹²

⁹¹ Jerald Greenberg, "A Taxonomy of Organizational Justice Theories," *The Academy of Management Review*, vol. 12, no. 1, January, 1987, p. 10.

⁹² Jason A. Colquitt, et al., "Justice at the Millennium: A Meta-Analytic Review of 25 Years of Organizational Justice Research," *Journal of Applied Psychology*, vol. 86, no. 3, 2001, p. 425.

2.4.11 Types of Organizational Justice

Different views regarding the dimensions of fairness or justice perception have evolved over time. Cropanzano and Greenberg proposed two distinct types of justice- distributive and procedural justice.⁹³ Jason A. Colquitt proposed four types of justice⁹⁴, these are as follows:

a. Distributive Justice

Distributive justice is more focused to the fairness of the evaluations obtained compared to the work accomplished by the employee.⁹⁵ The general tendency of human beings is to know that whether their performance is acknowledged properly and also compare their reward with other. If they feel that the reward is appropriate compare to other employees they perceive the performance appraisal practices as fair.

b. Procedural Justice

The fairness of the evaluation method that is used to determine the ratings is the key focus area of procedural justice.⁹⁶ Most of the

⁹³ Russel Cropanzano and Jerald Greenberg, "Progress in Organizational Justice: Tunneling through the Maze," p. 319.

⁹⁴ Jason A. Colquitt, "On the Dimensionality of Organizational Justice: A Construct Validation of a Measure," *Journal of Applied Psychology*, vol. 86, no. 3, 2001, p. 391.

⁹⁵ Jerald Greenberg, "Determinants of Perceived Fairness of Performance Evaluations," *Journal of Applied Psychology*, vol. 71, no. 2, 1986, p. 340.

⁹⁶ *Ibid.*, p. 340.

employees are concerned about the methods used to evaluate performance. Because based on the rating employees are awarded.

c. Interpersonal Justice

Interpersonal justice refers to perceived fairness of the interpersonal behavior received during the performance appraisal. Fair interpersonal dealing in employment situations is characterized by politeness, respect dignity, and sensitivity.⁹⁷

d. Informational Justice

Informational justice focuses on the explanations that convey the rationality of using the certain performance appraisal method or to justify the way of outcome distribution among the employees.⁹⁸ The foundation of informational justice lies on the facts that the organization should inform adequate information about the performance appraisal procedure and outcomes. When employee receives sufficient information about performance appraisal criteria then employee perceived the procedure as fair.

⁹⁷ Jason A. Colquitt, et al., "Justice at the Millennium: A Meta-Analytic Review of 25 Years of Organizational Justice Research," p. 427.

⁹⁸ *Ibid.*, p. 427.

2.4.12 Organizational Justice and Performance Appraisal

The perception of fairness or justice perception in performance appraisal is one of the most important features and have important implications for organizations. Organizations' mainly used PA to take decisions about pay increase, promotion, assessing training and development needs, etc. For this reason, perceived fairness in performance appraisal receives much interest from the employees and the success of this process depends greatly on the employees' attitude towards it. In recent years, the most significant matter faced by organizations is the perception of fairness in performance appraisal.

Landy, Barnes, and Murphy explored that the success of performance appraisal depends on the recurrence of appraisal, determine process to remove weaknesses, supervisor consciousness about subordinate's performance.⁹⁹

Jerald Greenberg applied organizational justice theory to performance appraisal. He conducted the study to find out the factors that makes PA appear to be fair. Two-way communication and the ability to challenge play an important role to become performance appraisal to be fair.¹⁰⁰

⁹⁹ Frank J. Landy, Janet L. Barnes and Kevin R. Murphy, "Correlates of Perceived Fairness and Accuracy of Performance Evaluation," *Journal of Applied Psychology*, vol. 63, no. 6, 1978, p. 751.

¹⁰⁰ Jerald Greenberg, "Determinants of Perceived Fairness of Performance Evaluations," p. 340.

Tang and Sarfield-Baldwin indicated that the fair performance appraisal perceptions are related to employees' opportunities to disclose their opinion, presence of a regular appraisal, presence of action plans to eliminate weakness and regularity of appraisal.¹⁰¹

The discussion indicates that the efficacy of performance appraisal system largely depends on the employees' attitude such as perception of fairness towards the performance appraisal system.

2.4.13 Fairness Perception and Organizational Commitment

Employees are the recipients of the performance appraisal that is why employees' reaction is very important to build employees commitment. Employee's reactions mainly depend on the acceptance of the PA system and the acceptance of PA system depends on the fair perception about this system.¹⁰² It signifies that, the feelings of attachment with the organization develops among the employees when they start believing that the prevailing PA system is transparent, free from bias and are supposed to be rewarded based on competencies.

¹⁰¹ Thomas Li-Ping Tang and Linda J. Sarsfield-Baldwin, "Distributive and Procedural Justice as Related to Satisfaction and Commitment," p. 25.

¹⁰² Peter Kavanagh, John Benson and Michelle Brown, "Understanding Performance Appraisal Fairness," *Asia Pacific Journal of Human Resources*, vol. 45, no. 2, 2007, p. 132.

Arif Hasan found that, if fair perception is exists in case of promotion then it ensures internal equity which extensively influenced higher levels of commitment.¹⁰³

Elaine Farndale and Veronica Hope-Hailey explored that performance appraisal are linked to employees' perceptions of organizational justice. There is a strong positive association amid perceptions of OJ and employee commitment. The connection between performance appraisal and organizational commitment is mediated by organizational justice.¹⁰⁴

Therefore, this study examined the influence of employees' perception of performance appraisal or organizational justice on organizational commitment using Colquitt's four dimensions construct of organizational justice i.e. DJ, PJ, IPJ, and IFJ.¹⁰⁵

2.5 Conceptual Framework

A conceptual framework is an important element of research that outlines possible courses of action. Conceptual framework is used to explain the research concepts and views relationship among concepts. The conceptual framework that leads this study is shown in figure 2.5.

¹⁰³ Arif Hassan, "Organizational Justice as a Determinant of Organizational Commitment and Intention to Leave," p. 55.

¹⁰⁴ Elaine Farndale and Veronica Hope-Hailey, "High Commitment Performance Management, the Roles of Justice and Trust," p. 15.

¹⁰⁵ Jason A. Colquitt, "On the Dimensionality of Organizational Justice: A Construct Validation of a Measure," pp. 394-395.

The independent variable of this study is performance appraisal represented by four constructs, i.e. distributive justice, procedural justice, interpersonal justice, and informational justice as illustrated by Colquitt.¹⁰⁶ The dependent variable is organizational commitment represented by affective commitment, continuance commitment, and normative commitment as suggested by Meyer and Allen.¹⁰⁷

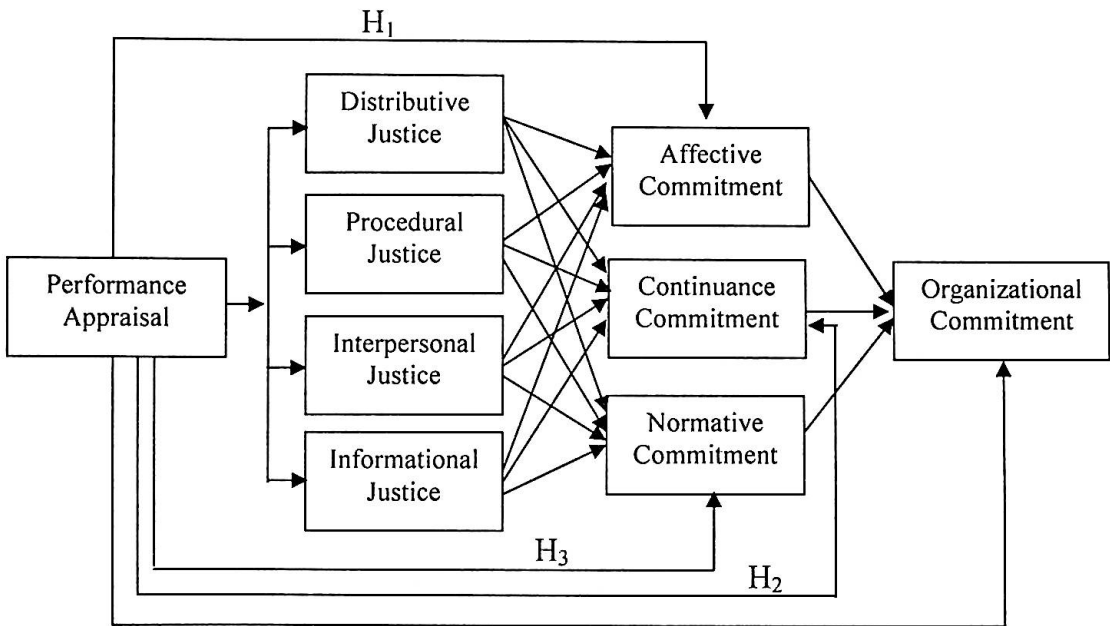


Figure 2.5: Conceptual Framework

Source: Developed for this Study

This model predicts that there exists positive relationship between the independent variable (performance appraisal) and the dependent variable (organizational commitment).

¹⁰⁶ Ibid., pp. 394-395.

¹⁰⁷ Natalie J. Allen and John P. Meyer, "The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization," p. 2.

Chapter Three

Research Methodology

3.1 Introduction

This chapter mainly focuses on the research methods adopted for this study. The details of the methodological issues of this study are presented in different sections.

3.2 Research Approach

Quantitative approach has been used for the study. For preparing this thesis some qualitative data were also used.

3.3 Selection of the Bank

Enlisted private commercial banks of the DSE have been considered for this study. There are 30 banks enlisted in the DSE.¹ Considering the possibility of investigation six banks (20% of the total enlisted banks) have been selected. The enlisted banks were divided into three generations, i.e. first generation from 1980 to 1989, second generation from 1990 to 1999 and third generation from 2000 to 2010. From each generation two banks were selected on the basis of generation wise

¹ http://www.dsebd.org/by_industrylisting1.php (accessed on August 19, 2016).

having highest number of branch (based on the annual report-2015) in all over Bangladesh. From first generation Uttara Bank Limited and Pubali Bank Limited, from second generation Prime Bank Limited and Dutch-Bangla Bank Limited and from third generation Jamuna Bank Limited and BRAC Bank Limited have been selected for this study.

3.4 Study Area

Rajshahi, Chapai Nawabganj, Naogaon, and Bogura district of the Rajshahi Division have been selected purposively for this study. Selected bank centrally managed their human resource functions such as, selection,² compensation determination, performance appraisal,³ and so on, that's why this study used purposive sampling method. The research was carried out at district sadar because most of the branches of selected banks have only one branch at district sadar. Selected six banks have 79 branches in Rajshahi division. To ensure representation, 24 branches of the banks have been selected through proportionate basis which cover more than 30% of the total number of branches. The following table shows the distribution of district wise selected branches:

² Md. Farid Hossain Talukder, Md. Yahin Hossain, and Md. Nahin Hossain, "HRM Practice in Commercial Banks: A case Study of Bangladesh," *IOSR Journal of Business and Management (IOSR-JBM)*, vol. 16, no. 2, ver. 3, Feb. 2014, pp. 30-34.

³ Muhammad Bakhtear Uddin Talukdar and Sampa Saha, "A Comparative Study of Performance Appraisal Systems of Two Private Commercial Banks," *Daffodil International University Journal of Business and Economics*, vol. 2, no. 1, January 2007, p. 113.

Table 3.1: Distribution of District wise Selected Branches

Name of Bank	No. of Branches	Selected Branches	District wise Selected Branches				Total
			Rajshahi	Chapai Nawabganj	Naogaon	Bogura	
Pubali Bank Ltd.	26	$24 \times 0.33 = 8$	5	1	1	1	8
Uttara Bank Ltd.	19	$24 \times 0.24 = 6$	3	1	1	1	6
Prime Bank Ltd.	11	$24 \times 0.14 = 3$	1	1	1		3
Dutch-Bangla Bank Ltd.	6	$24 \times 0.08 = 2$	1			1	2
Jamuna Bank Ltd.	11	$24 \times 0.14 = 3$	1		1	1	3
BRAC Bank Ltd.	6	$24 \times 0.08 = 2$	1		1		2
Total	79	24	11	3	5	5	24

Source: Website of Selected Banks

3.5 Population of the Study

The population of this research is the all officers and branch managers of the selected 24 branches of six Private Commercial Banks.

3.6 Sample Size and Sampling

From the survey it is found that the selected 24 branches of six banks have 307 employees.

For the known population the following statistical formula was used to get a representative sample size.⁴

$$n = \frac{z^2 \cdot p \cdot q \cdot N}{e^2 (N-1) + z^2 \cdot p \cdot q} = \frac{1.96^2 \times 0.5 \times 0.5 \times 307}{0.05^2 (307-1) + 1.96^2 \times 0.5 \times 0.5} = \frac{294.8428}{1.7254} = 170.88 =$$

171

Here,

n = Sample size

N = Total number of employee

z = Confidence level (at 95% probability = 1.96)

p = Estimated population proportion (0.5 this maximizes the sample size)

q = 1-p

e = error limit of 5% (0.05)

The respondents have been selected through simple random sampling method.

Moreover, data was also collected from each branch manager i.e. 24 branch manager.

The total number of respondent stood at (171+24) = 195.

⁴ C. R. Kothari, *Research Methodology: Methods and Techniques*, (2nd ed., New Delhi: New Age International (P) Limited, 2010), p. 179.

Table 3.2: Distribution of Sample

Name of Bank	Name of Branch	Total Employee	Selected Employee	Sample Distribution
Pubali Bank Limited	Rajshahi Branch	87	87 x 0.557 = 48	17 x 0.557 = 9
	New Market Branch, Rajshahi			9 x 0.557 = 5
	Katakhali Branch, Rajshahi			10 x 0.557 = 6
	Sericulture Branch, Rajshahi			9 x 0.557 = 5
	Chapai Nawabganj Branch			11 x 0.557 = 6
	Naogaon Branch			9 x 0.557 = 5
	Bogra Branch			11 x 0.557 = 6
	Satmatha Branch, Bogra			10 x 0.557 = 6
Uttara Bank Limited	Rajshahi Branch	72	72 x 0.557 = 40	18 x 0.557 = 10
	Rani Bazar Branch, Rajshahi			11 x 0.557 = 6
	Shaheb Bazar Branch, Rajshahi			11 x 0.557 = 6
	Chapai Nawabganj Branch			11 x 0.557 = 6
	Naogaon Branch			12 x 0.557 = 7
	Bogura Branch			9 x 0.557 = 5
Prime Bank Limited	Rajshahi Branch	41	41 x 0.557 = 23	22 x 0.557 = 12
	Chapai Nawabganj Branch			9 x 0.557 = 5
	Naogaon Branch			10 x 0.557 = 6
Dutch-Bangla Bank Ltd.	Rajshahi Branch	33	33 x 0.557 = 18	16 x 0.557 = 9
	Bogura Branch			17 x 0.557 = 9
Jamuna Bank Limited	Rajshahi Branch	44	44 x 0.557 = 25	17 x 0.557 = 10
	Naogaon Branch			13 x 0.557 = 7
	Bogura Branch			14 x 0.557 = 8
BRAC Bank Limited	Rajshahi Branch	30	30 x 0.557 = 17	17 x 0.557 = 10
	Naogaon Branch			13 x 0.557 = 7
Branch Manager (24 Branch)			24	24
Total Sample		307	195	195

Source: Document review of Selected Banks

3.7 Data Source

There are two types of data source, one is primary source and another is secondary data source.⁵ In this study two types of data sources were used.

3.7.1 Primary Data

Questionnaire was used to gather primary data from the employees in selected private commercial banks. Through the questionnaire data was collected from the officers and managers of the selected private commercial banks.

3.7.2 Secondary Data

The secondary data was collected from books, related journals, dissertations, different research reports, annual reports and website of the bank and newspaper, etc.

3.8 Research Tools

Questionnaire was used for collecting primary data from the officers of the selected banks. The researcher developed a questionnaire considering the questionnaire used by Allen and Meyer and Jason A. Colquitt to measure organizational commitment and performance appraisal respectively.

The independent variable, performance appraisal was measured using a scale adapted from Jason A. Colquitt's organizational justice scale.⁶ The scale has four dimensions:

⁵ Ibid., p. 95.

Table 3.3: Perception of Performance Appraisal Measurement Scales

Variable	Total no. of Items	Source
Distributive Justice	4 statements	Colquitt
Procedural Justice	7 statements	Colquitt
Interpersonal Justice	4 statements	Colquitt
Informational Justice	5 statements	Colquitt

Source: Developed for this study

The dependent variable, organizational commitment was measured using a scale adapted from Meyer and Allen’s organizational commitment scale.⁷ The scale has three dimensions:

Table 3.4: Organizational Commitment Measurement Scales

Variable	Total no. of Items	Source
Affective Commitment	8 statements	Meyer and Allen
Continuance Commitment	8 statements	Meyer and Allen
Normative Commitment	8 statements	Meyer and Allen

Source: Developed for this study

Survey Scale: 5 point Rensis Likert scale ranging from 1= strongly disagree, 2= disagree, 3= not sure, 4= agree and 5= strongly agree was used for this study.⁸

⁶ Jason A. Colquitt, “On the Dimensionality of Organizational Justice: A Construct Validation of a Measure,” p, 389.

⁷ Natalie J. Allen and John P. Meyer, “The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization,” vol. 63, 1990, pp. 6-7.

⁸ Rensis Likert, “A Technique for the Measurement of Attitudes,” *Archives of Psychology*, vol. 140, 1932, pp. 15-20.

Response Category: Reactions were measured in terms of mean and standard deviation. According to Zaidatol mean score above 3.80 is considered as high perceptions, 3.40-3.79 is moderate perceptions and below 3.39 is low perceptions.⁹

Table 3.5: Mean Score Measurement

Mean Score	Description
<3.39	Low
3.40 – 3.79	Moderate
> 3.80	High

Source: Developed for this study

Therefore, the employees’ perceptions to performance appraisal and organizational commitment are considered by the above thresholds.

Equation for Multiple Regression:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_iX_i$$

Equation for Linear Regression:

$$Y = a + bx$$

Where,

Y= Dependent Variable

X = Independent variable

a= Value of Y when X is 0 (zero)

b= The regression coefficients or changed induced by X on Y.

⁹ Zaidatol, A. L. P., “Entrepreneurship as a Center Choice: An Analysis of Entrepreneurial Self- efficiency and Intention of University Student,” *European Journal of Social Science*, vol. 9, no. 2, 2009, p. 341.

3.9 Techniques of Data Analysis

Data analysis is carried out using IBM SPSS version 22. Both descriptive and inferential statistics have been used to get the answer of the research questions. Inferential statistics have been used to explore and examine the relationship between independent and dependent variable. Charts, graphs, and tables are used to present data.

3.10 Validity and Reliability

Validity is associated with the matter of the genuineness of the cause-and-effect connections (internal validity), and their generalizability to the external environment (external validity).¹⁰ Reliability is related with the correctness of a measurement method.¹¹ The researcher tested content validity with the help of expert opinion and suggestions from the research scholar in human resource management field. Construct validity was assessed through evaluation of the different performance appraisal and organizational commitment measurement scales used by same researches including Allen and Meyer for organizational commitment and Jason A. Colquitt for performance appraisal. Face validity tested with the help of a pilot study. Pilot study carried out with the aim of refining the questionnaire so as to gather appropriate data for the research study.

¹⁰ Uma Sekaran, *Research Methods for Business*, (4th ed., New York: John Wiley & Sons, 2006), p. 206

¹¹ C. R. Kothari, *Research Methodology: Methods and Techniques*, p. 73.

Cronbach's Alpha coefficient has been used to test the reliability. For a pilot study Straub, Boudreau, and Gefen recommended that reliability value equal to or above 0.60 is acceptable.¹²

3.11 Pilot Study

Questionnaires were distributed to 20 respondents of Mercantile Bank Limited and Eastern Bank Limited of Rajshahi Branch in order to test reliability of the questionnaire. It took approximately 3 days to complete 20 sets of questionnaire. The result of pilot study showed that the value of Cronbach's Alpha of the variables ranged from 0.60 to 0.920 (Appendix 3). Since all the variables had a Cronbach's Alpha equal to or above 0.6, so the result was accepted. Therefore, the researcher considered to collect data by this questionnaire from the desired sample size of 195 respondents without any further modification.

¹² Detmar Straub, Marie-Claude Boudreau, and David Gefen, "Validation Guidelines for IS Positivist Research," *Communications of the Association for Information Systems*, vol. 13, 2004, p. 401.

Chapter Four

Performance Appraisal

4.1 Introduction

To survive in the competitive era of globalization, it is essential to enhance the performance of the employees. Proper performance appraisal policy formulation and their practices greatly help to make employee committed, satisfied, motivated and efficient which will contribute to the development of banking sector. The main aim of this chapter is to find out the employees' perception of performance appraisal practices of the selected PCBs in Bangladesh.

4.2 Demographic Profile

The respondents' demographic profiles are as follows:

Table 4.1 shows that 164 (84.1%) of the total respondents were male and other 31 (15.9%) were female.

Table 4.1 shows that the majority of the respondent 114 (58.4%) were 25 to 35 years of age. Next to this 55 (28.2%) were 35 to 45 years of age, 13 (6.7%) were between 45 to 55 and rest 13 (6.7%) were above 55 years of ages.

Educational level of respondents is displayed in Table 4.1. It shows that majority 168 (86.2%) of the respondents were postgraduate and rest 27 (13.8%) were graduate.

Table: 4.1 Demographic Profile of the Respondents'

Characteristics of Respondents		Frequency	Percentage
Gender	Male	164	84.1
	Female	31	15.9
	Total	195	100
Age	25-35	114	58.4
	35-45	55	28.2
	45-55	13	6.7
	55-above	13	6.7
	Total	195	100
Education Level	Graduate	27	13.8
	Post Graduate	168	86.2
	Total	195	100
Length of Service	1-5 Years	54	27.6
	5-10 Years	97	49.7
	10-15 Years	18	9.3
	15 Years above	26	13.3
	Total	195	100
Designation	Junior Officer	17	8.7
	Officer	78	40.0
	Senior Officer	47	24.1
	Principal Officer	6	3.1
	Executive Officer	21	10.8
	Senior Executive Officer	2	1.0
	Branch Manager (AGM, FAVP, AVP, VP)	24	12.4
	Total	195	100
Marital Status	Married	167	85.6
	Unmarried	28	14.4
	Total	195	100
Monthly Salary	20000 – 40000	87	44.7
	40000 – 60000	57	29.2
	60000 – 80000	22	11.3
	80000 - 100000	5	2.5
	Above 1 Lac	24	12.3
	Total	195	100
Department	General	73	37.4
	Cash	47	24.1
	Credit	61	31.3
	Human Resource	6	3.1
	Foreign Exchange	8	4.1
	Total	195	100

Source: Survey Data

As shown in the table 4.1 that majority of the respondents 97 (49.7%) have worked for between 5 to 10 years. Next to this 54 respondents (27.2%) worked for 1 to 5 years, 26 respondents (13.3%) worked above 15 years and rest 18 (9.3%) worked for 10 to 15 years in the bank.

Table 4.1 shows that the majority 171 (87.6%) of the respondents were non-manager (Junior Officer, Senior Officer, Principal Officer, Executive Officer Senior Executive Officer) and the rest 24 (12.4%) were branch managers.

Table 4.1 also shows that 167 (85.6%) of the total respondents were married and rest 28 (14.4%) were unmarried.

4.3 Perceptions of Performance Appraisal

Employees' perceptions to performance appraisal were measured using DJ, PJ, IPJ, and IFJ. Employees' perceptions to performance appraisal were analyzed through the mean and standard deviation.

4.3.1 Perceptions of Distributive Justice

Distributive justice focuses on the outcomes that are determined on the basis of inputs. In the workplace outcomes refers to compensation, promotion, training needs assessment, career opportunities; where as inputs include educational qualification, breadth of training, experience and performance. In the workplace, allocation of outcomes (rewards) is differentiated based on the inputs.

Table 4.2: Reactions of Employees on Distributive Justice

Distributive Justice	Strongly Disagree %	Disagree %	No Comments %	Agree %	Strongly Agree %	Total %
My efforts have been rewarded	1.5	10.8	23.1	38.5	26.2	100
I have been properly rewarded	1.5	16.9	21.5	35.4	24.6	100
My contribution to the organization has been reflected through the reward	7.7	15.4	15.4	26.2	35.4	100
I have been rewarded for my performance	9.2	12.3	16.9	33.8	27.7	100
Average	4.975	13.85	19.225	33.475	28.475	100

Source: Survey Data

Table 4.2 shows that, most of the respondents' perceptions of distributive justice falls under the "Agree" level of agreement. As shown on table 4.2, majority of respondents agree that My efforts have been rewarded (38.5%), I have been properly rewarded (35.4%), I have been rewarded for my performance (33.8%) and 26.2% agree that My contribution to the organization has been reflected through the reward.

Table 4.3: Perceptions on Distributive Justice

Variables	N	Mean	Std. Devi- ation	Std. Error Mean
My efforts have been rewarded	195	3.77	1.007	.072
I have been properly rewarded	195	3.65	1.076	.077
My contribution to the organization has been reflected through the reward	195	3.66	1.308	.094
I have been rewarded for my performance	195	3.58	1.267	.091

Source: Survey Data

Table 4.3 shows that, the mean score of different variables of distributive justice perceptions like- My efforts have been rewarded (Mean= 3.77), I have been properly rewarded (Mean= 3.65), My contribution to the organization has been reflected through the reward (Mean= 3.66) and I have been rewarded for my performance (Mean= 3.58).

It indicates that most of respondent's comments fall in the moderate response category (agree). This findings are supported by Patrick Henry Ibeogu and Ali Ozturen who examined bank employees' perception of distributive justice and found positive attitude among bank employee.¹

¹ Patrick Henry Ibeogu and Ali Ozturen, "Perception of Justice in Performance Appraisal and Effect on Satisfaction: Empirical Findings from Northern Cyprus Banks," *Procedia Economics and Finance*, vol. 23, 2015, p. 968.

4.3.2 Perceptions of Procedural Justice

Procedural justice focuses on procedure that is used to determine outcomes (rewards). If employees' perception regarding the procedure is fair it is likely to create positive attitude towards the authority and this positive attitude helps to create organizational commitment.

Table 4.4: Reactions of Employees on Procedural Justice

Procedural Justice	Strongly Disagree %	Disagree %	No Comments %	Agree %	Strongly Agree %	Total %
I am allowed to share my opinion and express reactions regarding the appraisal	6.2	3.1	24.6	35.4	30.8	100
I am capable of influencing the result of the performance appraisal	8.2	22.1	41	22.1	6.7	100
The methods are felt consistent	0	7.7	33.3	49.7	9.2	100
I consider the appraisals un-biased	4.6	12.3	16.9	51.3	14.9	100
Employees have been appraised based on proper information support	1.5	13.8	23.1	26.2	35.4	100
I am allowed to raise appeal against the appraisal results	1.5	20.0	29.2	37.4	11.8	100
The appraisal has significant contribution in upholding ethics and moral values	6.7	11.3	36.4	32.8	12.8	100
Average	4.1	12.9	29.22	36.41	17.37	100

Source: Survey Data

Majority of the respondents perceptions on procedural justice fall under the "Agree" level of agreement. Table 4.4 indicates that I am allowed to

share my opinion and express reactions regarding the appraisal (35.4%), I am capable of influencing the result of the performance appraisal (22.1%), The methods are felt consistent (49.7%), I consider the appraisals un-biased (51.3%), Employees have been appraised based on proper information support (26.2%), I am allowed to raise appeal against the appraisal results (37.4%), Moreover 32.8% reported that the appraisal has significant contribution in upholding ethics and moral values.

Table 4.5: Perceptions on Procedural Justice

Variables	N	Mean	Std. Deviation	Std. Error Mean
I am allowed to share my opinion and express reactions regarding the appraisal	195	3.82	1.097	.079
I am capable of influencing the result of the performance appraisal	195	2.97	1.020	.073
The methods are felt consistent	195	3.61	.762	.055
I consider the appraisals un-biased	195	3.59	1.033	.074
Employees have been appraised based on proper information support	195	3.80	1.115	.080
I am allowed to raise appeal against the appraisal results	195	3.38	.984	.070
The appraisal has significant contribution in upholding ethics and moral values	195	3.34	1.054	.076

Source: Survey Data

Table 4.5 shows that, the mean score of different variables of procedural justice like- I am allowed to share my opinion and express reactions regarding the appraisal (Mean = 3.82) and Employees have been appraised based on proper information support (Mean = 3.80) fall on high level response category (agree). The methods are felt consistent

(Mean = 3.61) and I consider the appraisals un-biased (Mean= 3.59) fall on moderate response category (agree) and I am allowed to raise appeal against the appraisal results (3.38), I am capable of influencing the result of the performance appraisal (Mean= 2.97) and The appraisal has significant contribution in upholding ethics and moral values (Mean= 3.34) fall in low response category (no comments).

It indicates that most of respondent's comments fall in the moderate response category (agree). This findings supported by Patrick Henry Ibeogu and Ali Ozturen who examined bank employees' perceptions of procedural justice and found positive attitude among bank employee.²

4.3.3 Perceptions of Interpersonal Justice

Interpersonal justice focuses on the interactional attitudes of authority that subordinate employee receives from their superior during performance appraisal. The general tendency of employee is that they expect equal treatment from their superior. The study measured interpersonal justice perceptions using polite manner, dignity, respect and improper remarks.

² Ibid., p. 968.

Table 4.6: Reactions of Employees on Interpersonal Justice

Interpersonal Justice	Strongly Disagree %	Disagree %	No Comments %	Agree %	Strongly Agree %	Total %
My superior behaved politely	9.2	6.2	27.7	53.8	3.1	100
My superior dealt with dignity	3.1	6.2	35.4	50.8	4.6	100
My superior dealt with respect	3.1	7.7	26.2	56.9	6.2	100
My superior abstained from offensive comments	0	1.5	33.8	55.4	9.2	100
Average	3.85	5.4	30.78	54.23	5.78	100

Source: Survey Data

As shown on Table 4.6, respondents' perceptions on interpersonal justice fall under the "Agree" level of agreement. 53.8% of the respondents agreed that My superior behaved politely, My superior dealt with dignity (50.8%), My superior dealt with respect (56.9%), and 55.4% respondent agreed that My superior abstained from offensive comments.

Table 4.7: Perceptions on Interpersonal Justice

Variables	N	Mean	Std. Deviation	Std. Error Mean
My superior behaved politely	195	3.35	.986	.071
My superior dealt with dignity	195	3.48	.808	.058
My superior dealt with respect	195	3.55	.844	.060
My superior abstained from offensive comments	195	3.72	.646	.046

Source: Survey Data

Table 4.7 shows that, the mean score of different variables of interpersonal justice like- My superior dealt with dignity (Mean= 3.48), My superior dealt with respect (Mean= 3.55) and My superior abstained from offensive comments (Mean=3.72) fall on moderate response category (agree) but My superior behaved politely (Mean= 3.35) fall in low response category (no comments).

It indicates that most of respondent's comments fit in the moderate response category (agree). This finding is supported Patrick Henry Ibeogu and Ali Ozturen who examined bank employees' perception of interpersonal justice and found existence of positive attitude among bank employee.³

4.3.4 Perceptions of Informational Justice

Informational justice focuses on the information that is provided to the employee by which the rewards are determined. The statements used to measure informational justice perception were proper communication, thorough explanation of procedures, clear explanations regarding procedures, appraisal details communicate in a timely manner and whether communication is tailored to individuals' specific needs.

As shown on Table 4.8, respondents' perceptions on informational justice fall under the "Agree" level of agreement.

³ Ibid., p. 968.

Table 4.8: Reactions of Employees on Informational Justice

Informational justice	Strongly Disagree %	Disagree %	No Comments %	Agree %	Strongly Agree %	Total %
My superior is available to me for candid communication	3.1	6.2	38.5	47.7	4.6	100
My superior articulately explains the appraisal process	0	6.2	13.8	55.4	24.6	100
My superior is capable enough to make me understand the procedures	1.5	3.1	21.5	67.7	6.2	100
My superior timely communicated the appraisal details	0	7.7	47.7	41.5	3.1	100
My questions have been responded by the superior to the point	3.1	12.3	40.0	35.4	9.2	100
Average	1.54	7.1	32.3	49.54	9.54	

Source: Survey Data

47.7% of the respondents agreed with the statement that My superior is available to me for candid communication, My superior articulately explains the appraisal process (55.4%), My superior is capable enough to make me understand the procedures (67.7%), My superior timely communicated the appraisal details (41.5%) and My questions have been responded by the superior to the point (35.4%).

Table 4.9: Perceptions on Informational Justice

Variables	N	Mean	Std. Deviation	Std. Error Mean
My superior is available to me for candid communication	195	3.45	.806	.058
My superior articulately explains the appraisal process	195	3.98	.796	.057
My superior is capable enough to make me understand the procedures	195	3.74	.687	.049
My superior timely communicated the appraisal details	195	3.40	.677	.048
My questions have been responded by the superior to the point	195	3.35	.921	.066

Source: Survey Data

Table 4.9 shows that, the mean score of different variables of informational justice like- My superior articulately explains the appraisal process (Mean= 3.98) fall on high level response category (agree). My superior is available to me for candid communication (Mean = 3.45), My superior is capable enough to make me understand the procedures (Mean = 3.74), My superior timely communicated the appraisal details (Mean = 3.40) fall on moderate response category (agree) but My questions have been responded by the superior to the point (Mean = 3.35) fall in low response category (no comments).

It indicates that most of respondent's comments fit in the moderate response category (agree). This finding supported by Patrick Henry Ibeogu and Ali Ozturen who examined bank employees' perception of informational justice and observed that positive attitude exists among bank employees.⁴

⁴ Ibid., p. 968.

4.4 Perception of Performance Appraisal

In order to identify the employees' perception of performance appraisal of the PCBs in Bangladesh, this study conducted descriptive statistics (mean and standard deviation) with each dimension of performance appraisal i.e. DJ, PJ, IPJ, and IFJ. The result is presented in the Table 4.10.

Table 4.10: Summary Results of Perceptions of Performance Appraisal Practices

Variables	N	Mean	Std. Deviation	Std. Error Mean
Distributive Justice	195	3.665	.9443	.0676
Procedural Justice	195	3.500	.557	.0399
Interpersonal Justice	195	3.527	.565	.040
Informational Justice	195	3.585	.458	.033
Performance Appraisal	195	3.56	.490	.035

Source: Survey Data

The above table shows that, the mean score of DJ is $M = 3.665$, PJ is $M=3.50$, IPJ is $M=3.527$, and IFJ is $M=3.585$, and perceptions of PA is $M=3.56$ which belong to moderate response category (agree). Since the employees' level of perception towards DJ, PJ, IPJ, and IFJ is moderate, it implies that the employees' perception of performance appraisal is positive of the selected private commercial banks in Bangladesh. This finding is supported by Munir Salleh, et al. who examined employees'

perception about performance appraisal and found that employees perceived the performance appraisal practices as fair.⁵

4.5 Chapter Summary

The main purpose of this chapter was to assess the level of perception of the employees towards the performance appraisal tools through which performance evaluation is being carried out in the selected PCBs in Bangladesh. In this regard, the study undertook four types of justice perception namely, distributive justice, procedural justice, interpersonal justice, and informational justice. A positive perception has been revealed among the employees towards the performance appraisal in terms of mean and standard deviation. This is supported by Abdul Hameed Khan who studied to find out employees' perception on performance appraisal and found that positive perception exists among the employee.⁶

⁵ Munir Salleh, et al., "Fairness of Performance Appraisal and Organizational Commitment," *Asian Social Science*; vol. 9, no. 2, 2013, p. 126.

⁶ Abdul Hameed Khan, "Employees Perception on Performance Appraisal System in a Public Limited Company in Pakistan," *International Journal of Learning and Development*, vol. 6, no. 3, 2016, p. 190.

Chapter Five

Organizational Commitment

5.1 Introduction

Organizational commitment is an important factor because committed employees exert higher level performance which will ensure organizational goals attainment. This chapter mainly focuses on the employees' level of organizational commitment.

5.2 Levels of Organizational Commitment

Commitment levels of the bank employees were measured in terms of AC, CC, and NC. Employees' levels of organizational commitment were analyzed with the mean and standard deviation.

5.2.1 Levels of Affective Commitment

Affective commitment is associated with the employee's personal attachment with the organization. The reactions of employees regarding affective commitment are presented in following table:

Table 5.1: Reactions of Employees on Affective Commitment

Affective Commitment	Strongly Disagree %	Disagree %	No Comments %	Agree %	Strongly Agree %	Total %
I would be extremely pleased to expend the rest of my career with this bank	9.2	3.1	32.3	49.2	6.2	100
I am fond of talking about my bank with outsider	1.5	4.6	20.0	41.5	32.3	100
I earnestly believe that the difficult issues of this bank belong to me	0	1.5	20.0	40.0	38.5	100
I do believe I could be devoted to another bank very well	0	9.2	21.5	60.0	9.2	100
I feel 'at home' in my bank	0	1.5	15.4	46.2	36.9	100
I have a 'sentiment connection' to this bank	3.1	1.5	15.4	47.7	32.3	100
This bank means a lot to me on personal level	0	13.8	18.5	53.8	13.8	100
I am always moved by a strong sense of belonging in my bank	1.5	10.8	21.5	61.5	4.6	100
Average	1.91	5.75	20.58	49.99	21.73	100

Source: Survey Data

Respondents' perceptions on affective commitment fall under the "agree" level of agreement (49.99%) as shown in Table 5.1. Respondents indicated that: I would be extremely pleased to expend the rest of my career with this bank (49.2%); I am fond of talking about my

bank with outsider (41.5%), I earnestly believe that the difficult issues of this bank belong to me (40.0%), I do believe I could be devoted to another bank very well (60.0%), I feel ‘at home’ in my bank (46.2%), I have a ‘sentiment connection’ to this bank (47.7%), This bank means a lot to me on personal level (53.8%) and I am always moved by a strong sense of belonging in my bank (61.5%).

Table 5.2: Levels of Affective Commitment

Variables	N	Mean	Std. Deviation	Std. Error Mean
I would be pleased to expend the rest of my career with this bank	195	3.40	.992	.071
I am fond of talking about my bank with outsider	195	3.98	.922	.066
I earnestly believe that the difficult issues of this bank belong to me	195	4.15	.791	.057
I do believe I could be devoted to another bank very well	195	3.69	.765	.055
I feel ‘at home’ in my bank	195	4.17	.798	.057
I have a ‘sentiment connection’ to this bank	195	4.05	.904	.065
This bank means a lot to me on personal level	195	3.68	.881	.063
I am always moved by a strong sense of belonging in my bank	195	3.57	.805	.058

Source: Survey Data

Table 5.2 shows that, the mean score of different variables of affective commitment like- I would be extremely pleased to expend the rest of my career with this bank (Mean=3.40); I am fond of talking about my bank with outsider (Mean=3.98), I earnestly believe that the difficult issues of this bank belong to me (Mean=4.15), I do believe I could be devoted to another bank very well (Mean=3.69), I feel ‘at home’ in my bank (Mean=4.17), I have a ‘sentiment connection’ to this bank (Mean=4.05),

This bank means a lot to me on personal level (Mean=3.68) and I am always moved by a strong sense of belonging in my bank (Mean=3.57).

This result indicates that the moderate level of affective commitment exists among the employees of selected PCBs in Bangladesh. Al-Haroon and Al-Qahtani, in a study also observed that moderate level of affective commitment exists among the nurses.¹

¹ Hind Ibraheem Al-Haroon and Mona Faisal Al-Qahtani, "Assessment of Organizational Commitment among Nurses in a Major Public Hospital in Saudi Arabia," *Journal of Multidisciplinary Healthcare*, vol. 13, 2020, pp. 519–526.

5.2.2 Levels of Continuance Commitment

The reactions of employees regarding continuance commitment are presented in below table:

Table 5.3: Reactions of Employees on Continuance Commitment

Continuous Commitment	Strongly Disagree %	Disagree %	No Comments %	Agree %	Strongly Agree %	Total %
I am not anxious about resigning from my job without securing another before hand	0	15.4	47.7	23.1	13.8	100
My decision to quit this job would disturb my life tremendously	0	20.0	41.5	36.9	1.5	100
Even if I wish to leave this bank immediately, it would be very troublesome on my part	6.2	4.6	38.5	46.2	4.6	100
Leaving my bank would effect me financially	1.5	12.3	32.3	27.7	26.2	100
At this moment, keeping this job is both a need and a passion	1.5	3.1	24.6	43.1	27.7	100
I feel not many options are open to me about leaving this bank	3.1	9.2	35.4	26.2	26.2	100
One of the significant outcome of staying in this bank would be lack of available alternatives	1.5	12.3	24.6	30.8	30.8	100
I persist to work for this bank as another bank might not be overally advantageous for me like this bank	4.6	13.8	9.2	61.5	10.8	100
Average	2.3	11.34	31.73	36.94	17.7	100

Source: Survey Data

As shown in Table 5.3, majority of respondents' perceptions on continuance commitment fall under the "agree" level of agreement (36.94%). Respondents agreed with the statement- I am not anxious about resigning from my job without securing another before hand (23.1%), My decision to quit this job would disturb my life tremendously (36.9%), Even if I wish to leave this bank immediately, it would be very troublesome on my part (46.2%), Leaving my bank would effect me financially (27.7%), At this moment, keeping this job is both a need and a passion (43.1%), I feel not many options are open to me about leaving this bank (26.2%), One of the significant outcome of staying in this bank would be lack of available alternatives (30.8%), I persist to work for this bank as another bank might not be overally advantageous for me like this bank (61.5%).

Table 5.4: Levels of Continuance Commitment

Variables	N	Mean	Std. Deviation	Std. Error Mean
I am not anxious about resigning from my job without securing another before hand	195	3.35	.904	.065
My decision to quit this job would disturb my life tremendously	195	3.20	.771	.055
Even if I wish to leave this bank immediately, it would be very troublesome on my part	195	3.38	.891	.064
Leaving my bank would effect me financially	195	3.65	1.047	.075
At this moment, keeping this job is both a need and a passion	195	3.92	.885	.063
I feel not many options are open to me about leaving this bank	195	3.63	1.063	.076
One of the significant outcome of staying in this bank would be lack of available alternatives	195	3.77	1.066	.076
I persist to work for this bank as another bank might not be overally advantageous for me like this bank	195	3.60	1.007	.072

Source: Survey Data

Table 5.4 shows that, the mean score of different variables of continuance commitment: I am not anxious about resigning from my job without securing another before hand (Mean= 3.35) My decision to quit this job would disturb my life tremendously (Mean= 3.20), Even if I wish to leave this bank immediately, it would be very troublesome on my part (Mean= 3.38), Leaving my bank would effect me financially (Mean= 3.65), At this moment, keeping this job is both a need and a passion (Mean= 3.92), I feel not many options are open to me about

leaving this bank (Mean= 3.63), One of the significant outcome of staying in this bank would be lack of available alternatives (Mean= 3.77), I persist to work for this bank as another bank might not be overally advantageous for me like this bank (Mean= 3.60).

This result indicates that the moderate level of continuance commitment exists among the employees of selected PCBs in Bangladesh. Al-Haroon and Al-Qahtani in a study also found that there exists moderate level of continuance commitment among the nurses.²

² Ibid., pp. 519–526.

5.2.3 Levels of Normative Commitment

Normative commitment is associated with the employees' feeling of obligation to continue employment with present organization. The reactions of employees regarding normative commitment are presented in following table:

Table 5.5: Reactions of Employees on Normative Commitment

Normative Commitment	Strongly Disagree %	Disagree %	No Comments %	Agree %	Strongly Agree %	Total %
I believe in recent times, people change their workplace frequently	3.1	12.3	20	32.3	32.3	100
I think loyalty to one's bank should always be the priority of an employee	1.5	3.1	21.5	32.3	41.5	100
Switching between banks is not unethical to me at all	0	3.1	24.6	30.8	41.5	100
In my opinion loyalty is very important so I fell accountable to stay	0	4.6	15.4	44.6	35.4	100
If I am offered another better job else I would still not want to resign from my bank	13.8	13.8	18.5	21.5	32.3	100
I was taught to trust the worth of remaining loyal to one bank	3.1	9.2	24.6	35.4	27.7	100
When people used to spend most of their career with one bank the scenario was much better then	3.1	7.7	27.7	55.4	6.2	100
I opine wishing to be a 'company man/woman' does not seem practical anymore	0	1.5	23.1	33.8	41.5	100
Average	3.08	6.91	21.93	35.76	32.3	100

Source: Survey Data

The results presented in Table 5.5 showed that majority of respondents' perceptions on normative commitment fall under the "agree" (35.76%) and strongly agree (32.2%) level of agreement.

Respondents agreed with the statement- I believe in recent times, people change their workplace frequently (32.3%), I think loyalty to one's bank should always be the priority of an employee (32.3%), Switching between banks is not unethical to me at all (30.8%), In my opinion loyalty is very important so I fell accountable to stay (44.6%), If I am offered another better job else I would still not want to resign from my bank (21.5%), I was taught to trust the worth of remaining loyal to one bank (35.4%), When people used to spend most of their career with one bank the scenario was much better then (55.4%), I opine wishing to be a 'company man/woman' does not seem practical anymore (33.8%).

Table 5.6: Levels of Normative Commitment

Variables	N	Mean	Std. Deviation	Std. Error Mean
I believe in recent times, people change their workplace frequently	195	3.78	1.119	.080
I think loyalty to one's bank should always be the priority of an employee	195	4.09	.943	.067
Switching between banks is not unethical to me at all	195	4.11	.881	.063
In my opinion loyalty is very important so I fell accountable to stay	195	4.11	.827	.059
If I am offered another better job else I would still not want to resign from my bank	195	3.45	1.418	.102
I was taught to trust the worth of remaining loyal to one bank	195	3.75	1.056	.076
When people used to spend most of their career with one bank the scenario was much better then	195	3.54	.845	.060
I opine wishing to be a 'company man/woman' does not seem practical anymore	195	4.15	.829	.059

I believe in recent times, people change their workplace frequently (Mean= 3.78) I think loyalty to one's bank should always be the priority of an employee (Mean= 4.09) Switching between banks is not unethical to me at all (Mean= 4.11), In my opinion loyalty is very important so I feel accountable to stay (Mean= 4.11), If I am offered another better job else I would still not want to resign from my bank (Mean= 3.45), I was taught to trust the worth of remaining loyal to one bank (Mean= 3.75), When people used to spend most of their career with one bank the scenario was much better then (Mean= 3.54), I opine wishing to be a 'company man' or 'company woman' does not seem practical anymore (Mean= 4.15).

This result indicates that the moderate level of normative commitment exists among the employees of PCBs in Bangladesh. This findings are supported by Al-Haroon and Al-Qahtani. They found that moderate level of normative commitment exists among the nurses.³

³ Ibid., pp. 519–526.

5.4 Levels of Organizational Commitment

In order to analyze the levels of employees' organizational commitment of the selected PCBs in Bangladesh, this study conducted mean and standard deviation for each component of organizational commitment, i.e. AC, CC, and NC. The results are presented in the below table:

Table 5.7: Summary Results of Levels of Organizational Commitment

Variables	N	Mean	Std. Deviation	Std. Error Mean
Affective Commitment	195	3.737	.494	.035
Continuance Commitment	195	3.563	.599	.0429
Normative Commitment	195	3.773	.681	.0487
Organizational Commitment	195	3.658	.433	.031

Source: Survey Data

The above table shows that the mean score of AC is $M=3.737$, CC is $M=3.563$, and NC is $M=3.773$, and OC is $M=3.658$. This result implies that the employees' levels of organizational commitment of the selected PCBs were moderate.

5.5 Chapter Summary

To assess the level of organizational commitment among the employees of the selected banks was the key objective of this chapter. The study analyzed the organizational commitment through dividing it into three types e.g., affective commitment, continuance commitment, and normative commitment. The study has found a positive level of organizational commitment exists among the bank employee. This finding is supported by the study of Al-Haroon and Al-Qahtani. They found that moderate level of organizational commitment exists among the nurses.⁴

⁴ Ibid., pp. 519-526.

Chapter Six

Performance Appraisal and Organizational Commitment

6.1 Introduction

This chapter mainly deals with the relationship amid employees' perceptions of performance appraisal and organizational commitment. Three hypotheses have been formulated to establish the relationship between performance appraisal and organizational commitment. Besides, a conceptual framework has also been developed. According to the conceptual framework independent variable is performance appraisal which is represented by four justice perception, e.g. distributive, procedural, interpersonal, and informational justice perception; where dependent variable is organizational commitment which is represented by affective, continuance, and normative commitment. In accordance with the conceptual framework regression analysis was conducted with each dimension of performance appraisal perception, i.e. DJ, PJ, IPJ, and IFJ with each type of organizational commitment, i.e. AC, CC, and NC to ascertain the relationship.

6.2 H₁: Performance Appraisal and Affective Commitment

To determine the relationship between performance appraisal and affective commitment, regression analysis was conducted with each dimension of performance appraisal perception, stated below:

- Distributive justice (DJ) with affective commitment (AC),
- Procedural justice (PJ) with affective commitment,
- Interpersonal justice (IPJ) with affective commitment, and
- Informational justice (IFJ) with affective commitment.

6.2.1 Relationship between Distributive Justice and Affective Commitment

The study tested the relationship between distributive justice perception and affective commitment of private commercial bank employees in Bangladesh using regression analysis. The findings are presented below:

Table 6.1: Model Summary- Distributive Justice and Affective Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.702 ^a	.493	.482	.355449
a. Predictors: (Constant), My efforts have been rewarded, I have been properly rewarded, My contribution to the organization has been reflected through the reward, I have been rewarded for my performance				

Source: Survey Data

The r-square was 0.493 which indicates that the distributive justice accounted for 49.3% of the variation in affective commitment.

Table 6.2: ANOVA- Distributive Justice and Affective Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.331	4	5.833	46.166	.000 ^b
	Residual	24.005	190	.126		
	Total	47.337	194			
a. Dependent Variable: Affective Commitment						
b. Predictors: (Constant), My efforts have been rewarded, I have been properly rewarded, My contribution to the organization has been reflected through the reward, I have been rewarded for my performance						

Source: Survey Data

The ANOVA results show that, $F = 46.166$, $p = .000 < 0.05$ indicating that distributive justice perceptions is a good predictor of variations in affective commitment. This result implies that the model was statistically significant.

Table 6.3: Regression Coefficients- Distributive Justice and Affective Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.523	.105		23.984	.000
My efforts have been rewarded	.093	.043	.190	2.166	.032
I have been properly rewarded	.057	.040	.124	1.405	.162
My contribution to the organization has been reflected through the reward	.130	.029	.343	4.400	.000
I have been rewarded for my performance	.078	.027	.201	2.876	.004

a. Dependent Variable: Affective Commitment

Source: Survey Data

The regression equation to explain the model is:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_iX_i$$

Affective Commitment = 2.532 + 0.093 (My efforts have been rewarded) + 0.057 (I have been properly rewarded) + 0.130 (My contribution to the organization has been reflected through the reward) + 0.078 (I have been rewarded for my performance).

The results of the regression model revealed that all the statements except 'I have been properly rewarded' of distributive justice perceptions had a significant relationship with affective commitment.

Gim and Desa in a study found positive relationship between distributive justice and affective commitment.¹

6.2.2 Relationship between Procedural Justice and Affective Commitment

The study assessed the relationship between procedural justice perceptions and affective commitment using multiple regression. The findings are presented in below Table:

Table 6.4: Model Summary- Procedural Justice and Affective Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.718 ^a	.515	.497	.350308
a. Predictors: (Constant), I am allowed to share my opinion and express reactions regarding the appraisal, I am capable of influencing the result of the performance appraisal, The methods are felt consistent, I consider the appraisals un-biased, Employees have been appraised based on proper information support, I am allowed to raise appeal against the appraisal results, The appraisal has significant contribution in upholding ethics and moral values				

Source: Survey Data

¹ G. C. W. Gim and N. Mat Desa, "The Impact of Distributive Justice, Procedural Justice, and Affective Commitment on Turnover Intention among Public and Private Sector Employees in Malaysia," *International Journal of Social Science and Humanity*, vol. 4, no. 6, November 2014, p. 191.

The r-square was 0.515 which indicates that the procedural justice perceptions accounted for 51.5% of the variation in affective commitment.

Table 6.5: ANOVA- Procedural Justice and Affective Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.389	7	3.484	28.392	.000 ^b
	Residual	22.948	187	.123		
	Total	47.337	194			

a. Dependent Variable: Affective Commitment
b. Predictors: (Constant), I am allowed to share my opinion and express reactions regarding the appraisal, I am capable of influencing the result of the performance appraisal, The methods are felt consistent, I consider the appraisals un-biased, Employees have been appraised based on proper information support, I am allowed to raise appeal against the appraisal results, The appraisal has significant contribution in upholding ethics and moral values

Source: Survey Data

The ANOVA results present that, $F=28.392$, $p = .000 < 0.05$ indicating that procedural justice perceptions is a good predictor of variations in affective commitment. Result also implies that the model was statistically significant.

This finding is supported the previous study of Gim and Desa who studied to find out the relationship amid procedural justice and affective commitment. They found positive relationship between procedural justice and affective commitment.²

² Ibid., p. 191.

Table 6.6: Regression Coefficients- Procedural Justice and Affective Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.365	.182		13.021	.000
I am allowed to share my opinion and express reactions regarding the appraisal	.037	.027	.083	1.399	.163
I am capable of influencing the result of the performance appraisal	.097	.030	.200	3.253	.001
The methods are felt consistent	.033	.036	.050	.898	.370
I consider the appraisals unbiased	.006	.032	.013	.192	.848
Employees have been appraised based on proper information support	.164	.029	.370	5.639	.000
I am allowed to raise appeal against the appraisal results	.153	.034	.305	4.457	.000
The appraisal has significant contribution in upholding ethics and moral values	-.072	.029	-.153	-2.468	.014
a. Dependent Variable: Affective Commitment					

Source: Survey Data

The regression equation to explain the model is:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_iX_i$$

Affective Commitment = 2.365 + 0.037 (I am allowed to share my opinion and express reactions regarding the appraisal) + 0.097 (I am capable of influencing the result of the performance appraisal) +

(The methods are felt consistent) + 0.006 (I consider the appraisals unbiased) + 0.164 (Employees have been appraised based on proper information support) + 0.153 (I am allowed to raise appeal against the appraisal results) + (- 0.072) (The appraisal has significant contribution in upholding ethics and moral values).

The results of the regression model revealed that based on correct information performance appraisal are done, opportunity to appeal and The appraisal upholds ethics and moral values had a significant relationship with affective commitment. The remaining constructs- disclose my opinion and reaction during appraisal, influence the result of performance appraisal, methods consistency, free of bias, had an insignificant relationship with affective commitment.

6.2.3 Relationship between Interpersonal Justice and Affective Commitment

The study assessed the relationship between interpersonal justice perception and affective commitment using multiple regression. The findings are presented below:

Table 6.7: Model Summary- Interpersonal Justice and Affective Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.413 ^a	.171	.153	.454574
a. Predictors: (Constant), My superior behaved politely, My superior dealt with dignity, My superior dealt with respect, My superior abstained from offensive comments				

Source: Survey Data

The r-square was 0.171 which indicates that the interpersonal justice perceptions accounted for 17.1% of the variation in affective commitment.

Table 6.8: ANOVA- Interpersonal Justice and Affective Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.075	4	2.019	9.770	.000 ^b
	Residual	39.261	190	.207		
	Total	47.337	194			
a. Dependent Variable: Affective Commitment						
b. Predictors: (Constant), My superior behaved politely, My superior dealt with dignity, My superior dealt with respect, My superior abstained from offensive comments						

Source: Survey Data

The statistic, $F = 9.770$, $p = .000 < 0.05$ indicates that interpersonal justice perceptions is a good predictor of variations in affective commitment. This result implies that the model was statistically significant.

This finding supported the previous study of Andrews et al. who conducted a study amongst pharmaceuticals employees and found that interpersonal justice positively and significantly affects affective commitment.³

³ Martha C. Andrews, et al., "Group Cohesion as an Enhancer of the Justice-Affective Commitment Relationship," *Group & Organization Management*, vol. 33, no. 6, December 2008, p. 749.

Table 6.9: Regression Coefficients- Interpersonal Justice and Affective Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.399	.245		9.801	.000
My superior behaved politely	.019	.039	.037	.478	.633
My superior dealt with dignity	.173	.048	.283	3.627	.000
My superior dealt with respect	.045	.048	.076	.932	.353
My superior abstained from offensive comments	.165	.052	.216	3.204	.002
a. Dependent Variable: Affective Commitment					

Source: Survey Data

The regression equation to explain the model is:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_iX_i$$

Affective Commitment = 2.399 + 0.019 (My superior behaved politely) + 0.173 (My superior dealt with dignity) + 0.045 (My superior dealt with respect) + 0.165 (My superior abstained from offensive comments).

The findings in Table 6.9 shows that superior treated with dignity and improper comments perception had a positive and significant relationship with affective commitment. But polite manner of superior and superior treated with respect perception had a positive but an insignificant relationship with affective commitment.

6.2.4 Relationship between Informational Justice and Affective Commitment

The study assessed the relationship between informational justice perception and affective commitment using multiple regression. The findings are presented below:

Table 6.10: Model Summary- Informational Justice and Affective Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.572 ^a	.327	.309	.410600
a. Predictors: (Constant), My superior is available to me for candid communication, My superior articulately explains the appraisal process, My superior is capable enough to make me understand the procedures, My superior timely communicated the appraisal details, My questions have been responded by the superior to the point				

Source: Survey Data

The model summary result, $r^2 = 0.327$ indicates that the informational justice perception accounted for 32.7% of the variation in affective commitment.

Table 6.11: ANOVA- Informational Justice and Affective Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.473	5	3.095	18.355	.000 ^b
	Residual	31.864	189	.169		
	Total	47.337	194			
a. Dependent Variable: Affective Commitment						
b. Predictors: (Constant), My superior is available to me for candid communication, My superior articulately explains the appraisal process, My superior is capable enough to make me understand the procedures, My superior timely communicated the appraisal details, My questions have been responded by the superior to the point						

Source: Survey Data

The statistic, $F= 18.355$, $p = .000 < 0.05$ indicate that informational justice perceptions is a good predictor of variations in affective commitment. This result implies that the model was statistically significant.

Table 6.12 Regression Coefficients- Informational Justice and Affective Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.509	.253		9.921	.000
My superior is available to me for candid communication	-.061	.047	-.100	-1.293	.198
My superior articulately explains the appraisal process	.260	.045	.419	5.795	.000
My superior is capable enough to make me understand the procedures	.178	.053	.248	3.370	.001
My superior timely communicated the appraisal details	-.173	.052	-.237	-3.316	.001
My questions have been responded by the superior to the point	.126	.038	.235	3.328	.001
a. Dependent Variable: Affective Commitment					

Source: Survey Data

The regression equation to explain the model is:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_iX_i$$

Affective Commitment = 2.509 + (-0.061) (My superior is available to me for candid communication) + 0.260 (My superior articulately explains the appraisal process) + 0.178 (My superior is capable enough to make me understand the procedures) + (-0.173) (My superior timely

communicated the appraisal details) + 0.126 (My questions have been responded by the superior to the point).

The results of regression model indicate that candid communication; have a statistically insignificant relationship with affective commitment. But through explanation of appraisal procedure, reasonable explanation, clear procedure, timely communication and reasonable explanation had a significant relationship with informational justice and affective commitment. These findings imply that informational justice perceptions significantly affect affective commitment.

Andrews, et al., conducted a study among pharmaceuticals employees and found informational justice positively and significantly affects affective commitment.⁴

6.2.5 Hypothesis Testing- H₁

Regression analysis was conducted to investigate the H₁ which stated that: **H₁**: There is a positive significant relationship between employees' perception of performance appraisal practices and their affective commitment of private commercial banks in Bangladesh.

Table 6.13: Model Summary- Performance Appraisal and Affective Commitment

Model Summary	
R	.675 ^a
R Square	.455
Adjusted R Square	.452
Std. Error of the Estimate	.365624

Source: Survey Data

⁴ Ibid., p. 749.

Model summary result shows that, $r = 0.675$ and $r\text{-square}$ was 0.455 which indicates that perceptions of performance appraisal explained 45.5% of affective commitment.

Table 6.14: ANOVA- Performance Appraisal and Affective Commitment

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	21.536	1	21.536	161.102	.000 ^b
Residual	25.800	193	.134		
Total	47.337	194			
a. Dependent Variable: Affective Commitment					
b. Predictors: (Constant), Performance Appraisal					

Source: Survey Data

The findings of ANOVA table shows that, $F = 161.102$ and $p = .000 < .05$. Since P value is lower than 5% (0.05) significance level, it indicates that performance appraisal is significantly related with affective commitment.

Table 6.15 Regression Coefficients- Performance Appraisal and Affective Commitment

	B	Std. Error	Beta	t	Sig.
Constant	1.418	.194		7.368	.000
Performance Appraisal	.680	.054	.675	12.693	.000

Source: Survey Data

The optimal model is:

$$\text{Affective commitment} = 1.418 + 0.680 (\text{performance appraisal})$$

The regression results show that perception of performance appraisal is a significant predictor of affective commitment ($B=0.680$, $p=0.000<.05$).

Based on these findings, the study accepted the hypothesis that there is statistically significant relationship amid employees' perceptions of performance appraisal practices and affective commitment of the selected private commercial banks in Bangladesh.

This result supported the previous findings of researchers like Singh and Rana;⁵ and Neha and Himanshu.⁶ In their study, they found that performance appraisal is significantly correlated with affective commitment.

⁵ S. P. Singh and Shikha Rana, "The Impact of Performance Appraisal on Organizational Commitment of Bank Employees," pp. 2964-67.

⁶ Saxena Neha and Rai Himanshu, "Impact of Performance Appraisal on Organizational Commitment and Job Satisfaction," p. 96.

6.3 H₂: Performance Appraisal and Continuance Commitment

In this study, relationship between performance appraisal and continuance commitment has been measured on the basis of DJ, PJ, IPJ, and IFJ perceptions. To determine the relationship between performance appraisal and continuance commitment, regression analysis was conducted with each dimension of performance appraisal perception:

- Distributive justice (DJ) with continuance commitment (CC),
- Procedural justice (PJ) with continuance commitment,
- Interpersonal justice (IPJ) with continuance commitment, and
- Informational justice (IFJ) with continuance commitment.

6.3.1 Relationship between Distributive Justice and Continuance Commitment

This study is carried out to find out the relationship amid distributive justice and continuance commitment. The study adopted multiple regression model to establish this relationship.

Table 6.16: Model Summary- Distributive Justice and Continuance Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.546 ^a	.298	.284	.506499
a. Predictors: (Constant), My efforts have been rewarded, I have been properly rewarded, My contribution to the organization has been reflected through the reward, I have been rewarded for my performance				

Source: Survey Data

The r-square was 0.298 which indicates that the distributive justice perceptions accounted for 29.8% of the variation in continuance commitment.

Table 6.17: ANOVA- Distributive Justice and Continuance Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.738	4	5.184	20.209	.000 ^b
	Residual	48.743	190	.257		
	Total	69.480	194			
a. Dependent Variable: Continuance Commitment						
b. Predictors: (Constant), My efforts have been rewarded, I have been properly rewarded, My contribution to the organization has been reflected through the reward, I have been rewarded for my performance						

Source: Survey Data

The ANOVA results show that, $F = 20.209$, and $p = .000 < 0.05$ indicates that the distributive justice is a good predictor of variations in continuance commitment. This result implies that the model was statistically significant.

Rajabi and Najaf adeh in their study observed that there is a significant correlation between distributive justice and continuance commitment.⁷

⁷ Ali Rajabi and Mohammad Rahim Najafzadeh, "The Relationship between Organizational Justice and Organizational Commitment of Physical Education Teachers of Tabriz," p. 257.

Table 6.18: Regression Coefficients- Distributive Justice and Continuance Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.269	.150		15.137	.000
My efforts have been rewarded	.223	.061	.374	3.634	.000
I have been properly rewarded	.067	.058	.120	1.160	.247
My contribution to the organization has been reflected through the reward	.026	.042	.056	.612	.541
I have been rewarded for my performance	.033	.039	.069	.846	.399

a. Dependent Variable: Continuance Commitment

Source: Survey Data

The regression equation to explain the model is:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_iX_i$$

Continuance Commitment = 2.269 + 0.223 (My efforts have been rewarded) + 0.067 (I have been properly rewarded) + 0.026 (My contribution to the organization has been reflected through the reward) + 0.033 (I have been rewarded for my performance).

The regression results indicate that proper rewards, performance based rewards and contribution based rewards had statistically insignificant relationship. The regression results also indicate that efforts based rewards had a significant relationship between distributive justice and continuance commitment.

6.3.2 Relationship between Procedural Justice and Continuance Commitment

The study assessed the relationship between procedural justice perceptions and continuance commitment. The results for regressions model used are presented below:

Table 6.19: Model Summary- Procedural Justice and Continuance Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.572 ^a	.327	.302	.500040
a. Predictors: (Constant), I am allowed to share my opinion and express reactions regarding the appraisal, I am capable of influencing the result of the performance appraisal, The methods are felt consistent, I consider the appraisals un-biased, Employees have been appraised based on proper information support, I am allowed to raise appeal against the appraisal results, The appraisal has significant contribution in upholding ethics and moral values				

Source: Survey Data

The r-square value 0.327 indicates that the procedural justice accounted for 32.7% of the variation in continuance commitment.

Table 6.20: ANOVA- Procedural Justice and Continuance Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.723	7	3.246	12.982	.000 ^b
	Residual	46.758	187	.250		
	Total	69.480	194			
a. Dependent Variable: Continuance Commitment b. Predictors: (Constant), I am allowed to share my opinion and express reactions regarding the appraisal, I am capable of influencing the result of the performance appraisal, The methods are felt consistent, I consider the appraisals un-biased, Employees have been appraised based on proper information support, I am allowed to raise appeal against the appraisal results, The appraisal has significant contribution in upholding ethics and moral values						

Source: Survey Data

The ANOVA results, $F = 12.982$, and $p = .000 < 0.05$ indicates that procedural justice perceptions is a good predictor of variations in continuance commitment. This result implies that the model was statistically significant.

Table 6.21: Regression Coefficients- Procedural Justice and Continuance Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.922	.259		7.415	.000
I am allowed to share my opinion and express reactions regarding the appraisal	.022	.038	.040	.577	.565
I am capable of influencing the result of the performance appraisal	.147	.043	.251	3.458	.001
The methods are felt consistent	.066	.052	.084	1.267	.207
I consider the appraisals unbiased	-.096	.045	-.166	-2.119	.035
Employees have been appraised based on proper information support	.141	.041	.263	3.405	.001
I am allowed to raise appeal against the appraisal results	.189	.049	.310	3.849	.000
The appraisal has significant contribution in upholding ethics and moral values	.016	.041	.028	.388	.698
a. Dependent Variable: Continuance Commitment					

Source: Survey Data

The regression equation to explain the model is:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_iX_i$$

Continuance Commitment = 1.922 + 0.022 (I am allowed to share my opinion and express reactions regarding the appraisal) + 0.147 (I am capable of influencing the result of the performance appraisal) + 0.066 (The methods are felt consistent) -0.096 (I consider the appraisals unbiased) + 0.141 (Employees have been appraised based on proper information support) + 0.189 (I am allowed to raise appeal against the appraisal results) + 0.016 (The appraisal has significant contribution in upholding ethics and moral values).

The result of the regression model revealed that express views and feelings during the appraisal, influence over the outcome received, methods consistency and ethics and moral values had an insignificant relationship with continuance commitment since their p-values were >0.05. But appraisal free of bias, appraisal done based on accurate information and opportunity to appeal had a significant relationship with continuance commitment.

Rajabi and Najafzadeh in their study found significant correlation between procedural justice and continuance commitment.⁸

⁸ Ibid., p. 257.

6.3.3 Relationship between Interpersonal Justice and Continuance Commitment

The relationship between interpersonal justice perceptions and continuance commitment was tested using multiple regression.

Table 6.22: Model Summary- Interpersonal Justice and Continuance Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.276 ^a	.076	.057	.581282

a. Predictors: (Constant), My superior behaved politely, My superior dealt with dignity, My superior dealt with respect, My superior abstained from offensive comments

Source: Survey Data

The r-square value 0.076 implies that the interpersonal justice accounted for 7.6% of the variations in continuance commitment.

Table 6.23: ANOVA- Interpersonal Justice and Continuance Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.281	4	1.320	3.908	.004 ^b
	Residual	64.199	190	.338		
	Total	69.480	194			

a. Dependent Variable: Continuance Commitment
b. Predictors: (Constant), My superior behaved politely, My superior dealt with dignity, My superior dealt with respect, My superior abstained from offensive comments

Source: Survey Data

The ANOVA results represent, $F = 3.908$, and $p = .004 < 0.05$. The values indicate that interpersonal justice perception is a good predictor of variations in continuance commitment. This result implies that the model was statistically significant.

Table 6.24: Regression Coefficients- Interpersonal Justice and Continuance Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.717	.313		8.681	.000
My superior behaved politely	.079	.050	.130	1.570	.118
My superior dealt with dignity	.086	.061	.116	1.406	.161
My superior dealt with respect	.069	.061	.097	1.124	.262
My superior abstained from offensive comments	.010	.066	.011	.159	.874

a. Dependent Variable: Continuance Commitment

Source: Survey Data

The regression equation to explain the model is:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_iX_i$$

Continuance Commitment = 2.717 + 0.079 (My superior behaved politely) + 0.086 (My superior dealt with dignity) + 0.069 (My superior dealt with respect) + 0.010 (My superior abstained from offensive comments)

The results of Table 6.24 indicate that superior polite manner, dignity and improper remarks had a positive but statistically insignificant relationship with continuance commitment.

6.3.4 Relationship between Informational Justice and Continuance Commitment

Multiple regression was used to test the relationship between informational justice perceptions and continuance commitment. The result is presented in below table:

Table 6.25: Model Summary- Informational Justice and Continuance Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.486 ^a	.236	.216	.529967
a. Predictors: (Constant), My superior is available to me for candid communication, My superior articulately explains the appraisal process, My superior is capable enough to make me understand the procedures, My superior timely communicated the appraisal details, My questions have been responded by the superior to the point				

Source: Survey Data

The r-square value 0.236 indicates that the informational justice perception accounted for 23.6% of the variation in continuance commitment.

Table 6.26: ANOVA- Informational Justice and Continuance Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.397	5	3.279	11.676	.000 ^b
	Residual	53.083	189	.281		
	Total	69.480	194			
a. Dependent Variable: Continuance Commitment						
b. Predictors: (Constant), My superior is available to me for candid communication, My superior articulately explains the appraisal process, My superior is capable enough to make me understand the procedures, My superior timely communicated the appraisal details, My questions have been responded by the superior to the point						

Source: Survey Data

The ANOVA results represent, $F = 11.676$, and $p = .000 < 0.05$. The values indicate that informational justice perception is a good predictor of variations in continuance commitment. This result implies that the model was statistically significant.

Table 6.27: Regression Coefficients- Informational Justice and Continuance Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.977	.326		6.057	.000
My superior is available to me for candid communication	-.035	.061	-.048	-.579	.563
My superior articulately explains the appraisal process	.343	.058	.456	5.914	.000
My superior is capable enough to make me understand the procedures	.070	.068	.080	1.023	.307
My superior timely communicated the appraisal details	-.080	.067	-.090	-1.182	.239
My questions have been responded by the superior to the point	.105	.049	.161	2.144	.033

a. Dependent Variable: Continuance Commitment

Source: Survey Data

The regression equation to explain the model is:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_iX_i$$

Continuance Commitment = $1.977 + (-0.035)$ (My superior is available to me for candid communication) + 0.343 (My superior articulately explains the appraisal process) + 0.070 (My superior is capable enough to make me understand the procedures) + (-0.080) (My superior timely communicated the appraisal details) + 0.105 (My questions have been responded by the superior to the point).

The results of regression model indicate that clear procedure and reasonable explanation have a positive but statistically insignificant relationship with continuance commitment. But through explanation of appraisal procedure, candid communication and timely communication had a significant relationship with informational justice and continuance commitment.

6.3.5 Hypothesis Testing- H₂

Regression analysis was conducted to investigate the H₂ which stated that: **H₂**: There is a positive significant relationship between employees' perception of performance appraisal practices and their continuance commitment of private commercial banks in Bangladesh.

Table 6.28: Model Summary- Performance Appraisal and Continuance Commitment

Model Summary	
R	.533 ^a
R Square	.284
Adjusted R Square	.281
Std. Error of the Estimate	.507618

Source: Survey Data

Model summary result shows, $r = 0.533$ and $r\text{-square} = 0.284$. These values indicate that perceptions of performance appraisal explained 28.4% of continuance commitment.

Table 6.29: ANOVA- Performance Appraisal and Continuance Commitment

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	19.749	1	19.749	76.642	.000 ^b
Residual	49.732	193	.258		
Total	69.480	194			
a. Dependent Variable: Continuance Commitment					
b. Predictors: (Constant), Performance Appraisal					

Source: Survey Data

The ANOVA table shows, $F = 76.642$ and $p = .000 < .05$. Since P value is lower than 5% (0.05) significance level, it indicates that performance appraisal is significantly related with continuance commitment.

Table 6.30: Regression Coefficients- Performance Appraisal and Continuance Commitment

	B	Std. Error	Beta	t	Sig.
Constant	1.247	.267		4.669	.000
Performance Appraisal	.651	.074	.533	8.755	.000

Source: Survey Data

The optimal model is:

$$\text{Continuance commitment} = 1.247 + 0.651 (\text{performance appraisal})$$

The regression results shows that perceptions of performance appraisal is a significant predictor of continuance commitment ($B=0.651$, $p=0.000<.05$).

Based on these results, the study accepted the hypothesis that there is positive relationship between employees' perceptions of performance appraisal and continuance commitment of the selected private commercial banks in Bangladesh.

This result supports the previous findings of Singh and Rana who carried out a research study to examine the impact of fairness in performance appraisal and found fairness of performance appraisal practices has a significant positive impact on the continuance commitment.⁹

⁹ S. P. Singh and Shikha Rana, "The Impact of Performance Appraisal on Organizational Commitment of Bank Employees," pp. 2964-67

6.4 H₃: Performance Appraisal and Normative Commitment

In this study, normative commitment has been measured on the basis of DJ, PJ, IPJ and IFJ perceptions. To explore the relationship between performance appraisal and normative commitment, regression analysis was conducted with following dimensions of performance appraisal perception:

- Distributive justice (DJ) with normative commitment (NC),
- Procedural justice (PJ) with normative commitment,
- Interpersonal justice (IPJ) with normative commitment, and
- Informational justice (IFJ) with normative commitment.

6.4.1 Relationship between Distributive Justice and Normative Commitment

The study investigated the relationship between the distributive justice perceptions and normative commitment. A regression analysis was conducted to ascertain this relationship.

Table 6.31: Model Summary- Distributive Justice and Normative Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.711 ^a	.506	.496	.483391
a. Predictors: (Constant), My efforts have been rewarded, I have been properly rewarded, My contribution to the organization has been reflected through the reward, I have been rewarded for my performance				

Source: Survey Data

The r-square value 0.506 indicates that the distributive justice perceptions accounted for 50.6% of the variation in normative commitment.

Table 6.32: ANOVA- Distributive Justice and Normative Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.462	4	11.366	48.640	.000 ^b
	Residual	44.397	190	.234		
	Total	89.859	194			
a. Dependent Variable: Normative Commitment b. Predictors: (Constant), My efforts have been rewarded, I have been properly rewarded, My contribution to the organization has been reflected through the reward, I have been rewarded for my performance						

Source: Survey Data

The statistic $F = 48.640$, $p = .000 < 0.05$ indicate that the distributive justice perceptions are significant factors in explaining the variations in the normative commitment. This result implies that the model was statistically significant.

This findings also supported by Rajabi and Najafzadeh, they studied to explore the relationship between distributive justice and normative commitment. They found significant correlation between distributive justice and normative commitment.¹⁰

¹⁰ Ali Rajabi and Mohammad Rahim Najafzadeh, "The Relationship between Organizational Justice and Organizational Commitment of Physical Education Teachers of Tabriz," p. 257.

Table 6.33: Regression Coefficients- Distributive Justice and Normative Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.940	.143		13.556	.000
My efforts have been rewarded	.213	.058	.316	3.652	.000
I have been properly rewarded	.178	.055	.281	3.242	.001
My contribution to the organization has been reflected through the reward	.040	.040	.076	.990	.323
I have been rewarded for my performance	.093	.037	.174	2.523	.012

a. Dependent Variable: Normative Commitment

Source: Survey Data

The regression equation to explain the model is:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_iX_i$$

Normative Commitment = 1.940 + 0.213 (My efforts have been rewarded) + 0.178 (I have been properly rewarded) + 0.040 (My contribution to the organization has been reflected through the reward) + 0.093 (I have been rewarded for my performance).

The regression results indicate that efforts based rewards; proper rewards and performance based rewards had a significant relationship between distributive justice and normative commitment. contribution based rewards had positive but statistically insignificant relationship.

6.4.2 Relationship between Procedural Justice and Normative Commitment

The study sought to establish the relationship between procedural justice perceptions and normative commitment.

Table 6.34: Model Summary- Procedural Justice and Normative Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.607 ^a	.368	.344	.551035
a. Predictors: (Constant), I am allowed to share my opinion and express reactions regarding the appraisal, I am capable of influencing the result of the performance appraisal, The methods are felt consistent, I consider the appraisals un-biased, Employees have been appraised based on proper information support, I am allowed to raise appeal against the appraisal results, The appraisal has significant contribution in upholding ethics and moral values				

Source: Survey Data

The r-square was 0.368 which indicates that the procedural justice perceptions accounted for 36.8% of the variation in normative commitment.

Table 6.35: ANOVA- Procedural Justice and Normative Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.078	7	4.725	15.563	.000 ^b
	Residual	56.781	187	.304		
	Total	89.859	194			

a. Dependent Variable: Normative Commitment
b. Predictors: (Constant), I am allowed to share my opinion and express reactions regarding the appraisal, I am capable of influencing the result of the performance appraisal, The methods are felt consistent, I consider the appraisals un-biased, Employees have been appraised based on proper information support, I am allowed to raise appeal against the appraisal results, The appraisal has significant contribution in upholding ethics and moral values

Source: Survey Data

The results of F-statistics ($F = 15.563$) further indicates that procedural justice perception are good predictors of normative commitment with $p=.000 < 0.05$. This result implies that the model was statistically significant.

This result is also supported by Rajabi and Najafzadeh, who studied to explore relationship between procedural justice and normative commitment and found significant correlation between procedural justice and normative commitment.¹¹

¹¹ Ibid., p. 257.

Table 6.36: Regression Coefficients- Procedural Justice and Normative Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.187	.286		7.657	.000
I am allowed to share my opinion and express reactions regarding the appraisal	.101	.042	.162	2.399	.017
I am capable of influencing the result of the performance appraisal	.100	.047	.149	2.122	.035
The methods are felt consistent	.055	.057	.062	.963	.337
I consider the appraisals unbiased	-.052	.050	-.079	-1.036	.301
Employees have been appraised based on proper information support	.207	.046	.339	4.522	.000
I am allowed to raise appeal against the appraisal results	.155	.054	.225	2.876	.004
The appraisal has significant contribution in upholding ethics and moral values	-.095	.046	-.147	-2.087	.038
a. Dependent Variable: Normative Commitment					

Source: Survey Data

The regression equation to explain the model is:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_iX_i$$

Normative Commitment = 2.187+ 0.101 (I am allowed to share my opinion and express reactions regarding the appraisal) + 0.100 (I am

capable of influencing the result of the performance appraisal) + 0.055 (The methods are felt consistent) + (-0.052) (I consider the appraisals un-biased) + 0.207 (Employees have been appraised based on proper information support) + 0.155 (I am allowed to raise appeal against the appraisal results) + (-0.095) (The appraisal has significant contribution in upholding ethics and moral values).

The results of the regression model revealed that express views and feelings during the appraisal, influence over the outcome received, accurate information and opportunity to appeal had a significant relationship with normative commitment. This is supported by the $p < 0.05$. But methods consistency, free of bias, and ethics and moral values had an insignificant relationship with normative commitment since their p-value was > 0.05 .

6.4.3 Relationship between Interpersonal Justice and Normative Commitment

The study assessed the relationship between interpersonal justice perceptions and normative commitment using multiple regression.

Table 6.37: Model Summary- Interpersonal Justice and Normative Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.348 ^a	.121	.102	.644781
a. Predictors: (Constant), My superior behaved politely, My superior dealt with dignity, My superior dealt with respect, My superior abstained from offensive comments				

Source: Survey Data

The model summary results presented in Table 6.37 indicate that interpersonal justice perceptions accounted for 12.1% of the variations in normative commitment.

Table 6.38: ANOVA- Interpersonal Justice and Normative Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.868	4	2.717	6.535	.000 ^b
	Residual	78.991	190	.416		
	Total	89.859	194			
a. Dependent Variable: Normative Commitment						
b. Predictors: (Constant), My superior behaved politely, My superior dealt with dignity, My superior dealt with respect, My superior abstained from offensive comments						

Source: Survey Data

The ANOVA results of $F = 6.36$, and $p = .000 < 0.05$ show that the interpersonal justice was good predictors of normative commitment. This result implies that the model was statistically significant.

Table 6.39: Regression Coefficients- Interpersonal Justice and Normative Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.231	.347		6.425	.000
My superior behaved politely	.078	.056	.112	1.395	.165
My superior dealt with dignity	.171	.068	.203	2.536	.012
My superior dealt with respect	.039	.068	.048	.574	.567
My superior abstained from offensive comments	.174	.073	.165	2.378	.018
a. Dependent Variable: Normative Commitment					

Source: Survey Data

The regression equation to explain the model is:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_iX_i$$

Normative Commitment = 2.231+ 0.078 (My superior behaved politely) + 0.171 (My superior dealt with dignity) + 0.039 (My superior dealt with respect) + 0.174 (My superior abstained from offensive comments)

The findings in Table 6.39 indicate that superior behaved politely and superior dealt with respect had a insignificant relationship and superior treated with dignity and superior abstained from offensive comments had a significant relationship with normative commitment.

6.4.4 Relationship between Informational Justice and Normative Commitment

The study assessed the relationship between informational justice perceptions and normative commitment using multiple regression. The model summary result is presented below:

Table 6.40: Model Summary- Informational Justice and Normative Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.603 ^a	.364	.347	.550103
a. Predictors: (Constant), My superior is available to me for candid communication, My superior articulately explains the appraisal process, My superior is capable enough to make me understand the procedures, My superior timely communicated the appraisal details, My questions have been responded by the superior to the point				

Source: Survey Data

The r-square value (0.364) indicates that the informational justice variables accounted for 36.4% of the variation in normative commitment.

Table 6.41: ANOVA- Informational Justice and Normative Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.665	5	6.533	21.588	.000 ^b
	Residual	57.194	189	.303		
	Total	89.859	194			
a. Dependent Variable: Normative Commitment						
b. Predictors: (Constant), My superior is available to me for candid communication, My superior articulately explains the appraisal process, My superior is capable enough to make me understand the procedures, My superior timely communicated the appraisal details, My questions have been responded by the superior to the point						

Source: Survey Data

The results of F-statistics $F = 21.588$, and $p = .000 < 0.05$ further indicate that informational justice perception are good predictors of normative commitment.

Table 6.42: Regression Coefficients- Informational Justice and Normative Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.105	.339		6.212	.000
My superior is available to me for candid communication	-.127	.063	-.151	-2.01	.046
My superior articulately explains the appraisal process	.509	.060	.596	8.466	.000
My superior is capable enough to make me understand the procedures	.111	.071	.112	1.567	.119
My superior timely communicated the appraisal details	-.132	.070	-.131	-1.891	.060
My questions have been responded by the superior to the point	.063	.051	.086	1.246	.214

a. Dependent Variable: Normative Commitment

Source: Survey Data

The regression equation to explain the model is:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_iX_i$$

Normative Commitment = 2.105 + (-0.127) (My superior is available to me for candid communication) + 0.509 (My superior articulately explains the appraisal process) + 0.111 (My superior is capable enough

to make me understand the procedures) + (-0.132) (My superior timely communicated the appraisal details) + 0.063 (My questions have been responded by the superior to the point).

The regression results revealed that thorough explanations of procedures, and timely communication were found to be positive and significantly related to normative communication. These findings imply that informational justice perceptions are significantly related to normative communication.

6.4.5 Hypothesis Testing- H₃

Regression analysis was conducted to investigate the H₃ which stated that: H₃: There is a positive significant relationship between employees' perception of performance appraisal practices and their normative commitment of private commercial banks in Bangladesh.

Table 6.43: Model Summary- Performance Appraisal and Normative Commitment

Model Summary	
R	.607 ^a
R Square	.368
Adjusted R Square	.365
Std. Error of the Estimate	.542284

Source: Survey Data

Model summary results, $r = 0.607$ and $r\text{-square} = 0.368$ indicate that performance appraisal perceptions explained 36.8% of normative commitment.

Table 6.44: ANOVA- Performance Appraisal and Normative Commitment

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	33.103	1	33.103	112.567	.000 ^b
Residual	56.756	193	.294		
Total	89.859	194			
a. Dependent Variable: Normative Commitment					
b. Predictors: (Constant), Performance Appraisal					

Source: Survey Data

The ANOVA table show, $F = 112.567$ and $p = .000 < .05$. Since P value is lower than 5% (0.05) significance level, it indicates that performance appraisal is significantly related with normative commitment.

Table 6.45: Regression Coefficients- Performance Appraisal and Normative Commitment

	B	Std. Error	Beta	t	Sig.
Constant	.874	.285		3.063	.003
Performance Appraisal	.842	.079	.607	10.610	.000

Source: Survey Data

The optimal model is:

$$\text{Normative commitment} = 0.874 + 0.842 (\text{performance appraisal})$$

The regression results in Table 6.45 show that perception of performance appraisal is a significant predictor of normative commitment ($B=0.842$, $p=0.000<.05$).

These results indicate that perceptions of performance appraisal have a statistically significant relationship with normative commitment. The study therefore accepted the hypothesis that there is statistically significant relationship between perceptions of performance appraisal and normative commitment of private commercial banks employees' in Bangladesh.

Neha and Himanshu in a study found out that performance appraisal is significantly correlated with normative commitment.¹²

6.5 Chapter Summary

The relationship between perception of performance appraisal (PA) and organizational commitment (OC) has been minutely measured in this chapter through separate multiple regression analysis of performance appraisal mechanism i.e. distributive justice (DJ), procedural justice (PJ), interpersonal justice (IPJ), and informational justice (IFJ) with the affective commitment (AC), continuance commitment (CC), and normative commitment (NC). The summary results of the regression analysis are as follows:

¹² Saxena Neha and Rai Himanshu, "Impact of Performance Appraisal on Organizational Commitment and Job Satisfaction," p. 96.

Table 6.46: Summary Results of Performance Appraisal and Organizational Commitment

Hypothesis	Regression Analysis	F Statistics	Sig	Result
H₁ : There is a positive significant relationship between employees' perception of performance appraisal practices and their affective commitment of private commercial banks in Bangladesh	DJ and AC	46.166	.000	Accepted
	PJ and AC	28.392	.000	
	IPJ and AC	9.770	.000	
	IFJ and AC	18.355	.000	
	PA and AC	161.102	.000	
H₂ : There is a positive significant relationship between employees' perception of performance appraisal practices and their continuance commitment of private commercial banks in Bangladesh	DJ and AC	20.209	.000	Accepted
	PJ and CC	12.982	.000	
	IPJ and CC	3.908	.000	
	IFJ and CC	11.676	.000	
	PA and CC	76.642	.000	
H₃ : There is a positive significant relationship between employees' perception of performance appraisal practices and their normative commitment of private commercial banks in Bangladesh	DJ and NC	48.640	.000	Accepted
	PJ and NC	15.563	.000	
	IPJ and NC	6.535	.004	
	IFJ and NC	21.588	.000	
	PA and NC	112.567	.000	

Source: Developed for this Study

The above table shows that, F Value for the ANOVA of DJ and AC was $F= 46.166$; $p= .000<.05$, PJ and AC was $F= 28.392$; $p= .000<.05$, IPJ and AC was $F= 9.770$; $p= .000<.05$, and IFJ and AC was $F= 18.355$; $p= .000<.05$ and overall performance appraisal and affective commitment was $F= 161.102$; $p= .000<.05$. These results indicate that the hypothesis **H₁** is accepted.

F Value for the ANOVA of DJ and CC was $F= 20.209$; $p=.000<.05$, PJ and CC was $F= 12.982$; $p=.000<.05$, IPJ and CC was $F= 3.908$; $p= .004<.05$, and IFJ and continuance commitment was $F= 11.676$; $p= .000<.05$ and overall performance appraisal and continuance commitment was $F= 76.642$; $p=.000<.05$. These results indicate that the hypothesis **H₂** is accepted.

F Value for the ANOVA of DJ and NC was $F= 48.640$; $p=.000<.05$, PJ and NC was $F= 15.563$; $p=.000<.05$, IPJ and NC was $F= 6.535$; $p=.004<.05$, and IFJ and NC was $F= 21.588$; $p= .000<.05$ and overall performance appraisal and normative commitment was $F= 112.567$; $p=.000<.05$. These results indicate that the hypothesis H_3 is accepted.

The outcome of the analysis depicts that there is significant positive relationship between distributive justice, procedural justice, interpersonal justice, and informational justice; and affective commitment, continuance commitment, and normative commitment. So this study concludes that there is a significant positive relationship between performance appraisal and organizational commitment. Munir Salleh, et al. in a study found that performance appraisal is significantly correlated with organizational commitment.¹³

¹³ Munir Salleh, et al., "Fairness of Performance Appraisal and Organizational Commitment," *Asian Social Science*, vol. 13, p. 1

Chapter Seven

Findings and Conclusion

7.1 Introduction

This chapter summarizes the main findings of this study. In addition, conclusions, policy implications and recommendations for further research are also presented in this chapter.

7.2 Summary of Major Findings

Performance appraisal and organizational commitment become crucial issue for any organization. Because performance appraisal helps to raise commitment among employees and committed employees ensure organizational progress. In this context, the researcher determines objectives and also formulates hypothesis regarding the employees' perception of performance appraisal practices, employees' level of organizational commitment and relationship that exist between perception of performance appraisal and organizational commitment. The main findings are as follows:

The first objective of this study was to assess the employees' perceptions of performance appraisal practices of private commercial banks in Bangladesh. The success of performance appraisal mainly depends on the perception of the employee. If employees believe that they

are treated as fair it will create a positive attitude towards the organization. Thus this study wishes to explore bank employees' perception of performance appraisal practices. Performance appraisal was measured using distributive justice, procedural justice, interpersonal justice, and informational justice perception. The result of mean score for DJ was Mean= 3.665; SD= 0.9443 (Table: 4.10), PJ was Mean= 3.500; SD= 0.557 (Table: 4.10), IPJ was Mean= 3.527; SD= 0.565 (Table: 4.10), IFJ was Mean= 3.585; SD= 0.458 (Table: 4.10) and PA was Mean= 3.56; SD=0.490 (Table: 4.10) which indicate that the employees' level of perception towards performance appraisal practices is moderate. It implies that the employees' of banking sector are satisfied with the performances appraisal practices. That means the employee of the private commercial banks have positive perceptions towards the performance appraisal system.

The second objective of this study was to explore the employees' levels of organizational commitment of private commercial banks in Bangladesh. Committed employees are the asset for any organization. So it is important to find out that whether the employee of the banking sector are committed or not. For this reason the researcher wishes to measure employees' level of organizational commitment. Organizational commitment was measured using affective commitment, continuance commitment, and normative commitment. The result of mean score for AC was Mean= 3.737; SD= 0.494 (Table: 5.7), CC was Mean= 3.500; SD= 0.599 (Table: 5.7), NC was M=3.773; SD= 0.681 (Table: 5.7), and

organizational commitment is Mean=3.658; SD = 0.433 (Table: 5.7) which indicate all the components of organizational commitment fell into commitment range. That means the private commercial banks employees' were committed to their bank. So the study concludes that performance appraisal practices of selected private commercial banks in Bangladesh can generate organizational commitment.

The study sought to assess the relationship between employees' perception to performance appraisal (distributive justice, procedural justice, interpersonal justice, and informational justice) and affective commitment of private commercial banks in Bangladesh. The result of regression analysis showed that, F value for the ANOVA of DJ and AC was $F= 46.166$; $p= .000<.05$ (Table: 6.2), PJ and AC was $F= 28.392$; $p= .000<.05$ (Table: 6.5), IPJ and AC was $F= 9.770$; $p= .000<.05$ (Table: 6.8), IFJ and AC was $F= 18.355$; $p= .000<.05$ (Table: 6.11), and overall PA and AC was $F= 161.102$; $p= .000<.05$ (Table: 6.14). These results indicate that the hypothesis H_1 (there is a positive significant relationship between employees' perception of performance appraisal practices and affective commitment) is accepted and performance appraisal was significant predictors of affective commitment of the employees of private commercial banks in Bangladesh. The regression results explored that perception of performance appraisal practices have a positive significant relationship with affective commitment of employees of private commercial banks in Bangladesh.

The fourth objective was to explore the relationship between employees' perception to performance appraisal (distributive justice, procedural justice, interpersonal justice, and informational justice) and continuance commitment in private commercial banks in Bangladesh. The result of regression analysis showed that, F value for the ANOVA of DJ and CC was $F= 20.209$; $p=.000<.05$ (Table: 6.17), PJ and CC was $F= 12.982$; $p=.000<.05$ (Table: 6.20), IPJ and CC was $F= 3.908$; $p= .004<.05$ (Table: 6.23), IFJ and CC was $F= 11.676$; $p= .000<.05$ (Table: 6.26) and overall PA and CC was $F= 76.642$; $p=.000<.05$ (Table: 6.29). These results indicate that the hypothesis H_2 (there is a positive significant relationship between employees' perception of performance appraisal practices and continuance commitment) is accepted and performance appraisal was significant predictors of continuance commitment of the employees of private commercial banks in Bangladesh. The regression results showed that perception of performance appraisal practices have a positive significant relationship with continuance commitment of the employees of private commercial banks in Bangladesh.

Objective five of the study sought to assess the relationship between employees' perception to performance appraisal (distributive justice, procedural justice, interpersonal justice, and informational justice) and normative commitment in private commercial banks in Bangladesh. The result of regression analysis showed that, F value for the ANOVA of DJ and NC was $F= 48.640$; $p= .000<.05$ (Table: 6.32), PJ and NC was $F= 15.563$; $p=.000<.05$ (Table: 6.35), IPJ and NC was $F= 3.908$; $p= .004<.05$ (Table: 6.38), IFJ and NC was $F= 11.676$; $p= .000<.05$ (Table: 6.41) and overall PA and NC was $F= 76.642$; $p=.000<.05$ (Table: 6.42).

$p = .000 < .05$ (Table: 6.38), and IFJ and NC was $F = 21.588$; $p = .000 < .05$ (Table: 6.41), overall PA and NC was $F = 112.567$; $p = .000 < .05$ (Table: 6.44). These results indicate that the hypothesis H_3 (there is a positive significant relationship between employees' perception of performance appraisal practices and normative commitment) is accepted and performance appraisal was significant predictors of normative commitment of the employees of private commercial banks in Bangladesh. Through regression analysis this study found out that positive significant relationship exists between perception of performance appraisal practices and normative commitment of the employees of private commercial banks in Bangladesh.

7.3 Conclusions

This study looks into the employees' perception of performance appraisal and their levels of organizational commitment and relationship that exists between performance appraisal and organizational commitment of employees' of private commercial banks in Bangladesh. The result of the study revealed that employees' perception of performance appraisal is positive. Through this positive perception, bank employees become satisfied with their prevailing performance appraisal practices which in turn helps the employees become committed towards their bank.

To ascertain the relationship amid performance appraisal and organizational commitment, a conceptual framework, developed for successful implementation of the study, reveals that performance appraisal has significant influence on organizational commitment. Positive attitude towards the performance appraisal helps develop commitment among the employees. The conceptual framework also signifies the role of four issues on perception of performance appraisal i.e. distributive, procedural, interpersonal, and informational justice which have impact in developing the affective, continuance and normative commitment among the employees. Through regression analysis the study finds an overall effectiveness of distributive justice, procedural justice, interpersonal justice, and informational justice i.e. performance appraisal on affective commitment, continuance commitment, and normative commitment i.e. organizational commitment.

7.4 Policy Implications

The findings of this study have several important practical implications for the management of private commercial banks in Bangladesh. To enhance the commitment levels of the Bank employees, the following recommendations are made for the policy makers of the banks:

1. Performance based reward system plays an important role to raise commitment among employees so these banks should

- connect performance appraisal with both financial and non-financial rewards i.e. compensation and training opportunities.
2. The study found that most of the employees can not express their feelings and views during the appraisal, so every employee should be given the opportunity to give their feedback during appraisal.
 3. Although the management of these banks tries it's level best to appraise employee performance through best method even though it failed to satisfy their employees. So these banks should introduce up to date methods which would be able to satisfy the employee.
 4. Employees feel committed if their performances are acknowledged properly. So the management should take necessary steps to acknowledge employee performance properly and reward them accordingly.
 5. Performance related regular communication between superior and subordinate helps to make employee committed towards their organization. So, proper communication between superior and subordinate should be ensured.
 6. The study found that there exists a positive but not strong relationship amid performance appraisal and organizational commitment, so the authority should reevaluate the performance appraisal procedures and put more emphasis on proper implementation.

Above all perception of performance appraisal become a key predictor of organizational commitment. So fair performance appraisal practices should be ensured in order to improve and sustain the organizational commitment among the employees.

7.6 Recommendations for Further Research

The present study was carried out on employees of private commercial banks in Bangladesh. Thus, the findings of this study can not be generalized to other employment sectors. So it is suggested that the future research should be conducted in other employment sectors in Bangladesh to investigate employees' perceptions of the performance appraisal system and employees' level of commitment and their relationship. Moreover, future research should be carried out to find out the impact of other human resource practices like job evaluation, compensation packages, training and career development on organizational commitment.

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Appendix - 1

Questionnaire

Title of the Research: Performance Appraisal and Organizational Commitment: A Study on private commercial banks in Bangladesh

This questionnaire has been designed to assess the connection between performance appraisal and organizational commitment of private commercial banks in Bangladesh. You are, therefore, requested to respond to the questions presented herein in an objective manner. We would like to assure you that the information given here is solely to be utilized for academic purpose and shall kept confidential. Thank You.

PART I: DEMOGRAPHIC INFORMATION

1	Designation	
2	Department/Division	
3	Sex	Male / Female
4	Age Years
5	Educational Qualification	Graduate / Post Graduate
6	Monthly Salary	
7	Marital Status	Married / Unmarried
8	Length of ServiceYear(s)

PART II: Performance Appraisal

Tick (✓) the appropriate response to each of the question

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

1	My efforts have been rewarded	1	2	3	4	5
2	I have been properly rewarded	1	2	3	4	5
3	My contribution to the organization has been reflected through the reward	1	2	3	4	5

4	I have been rewarded for my performance	1	2	3	4	5
5	I am allowed to share my opinion and express reactions regarding the appraisal	1	2	3	4	5
6	I am capable of influencing the result of the performance appraisal	1	2	3	4	5
7	The methods are felt consistent	1	2	3	4	5
8	I consider the appraisals un-biased	1	2	3	4	5
9	Employees have been appraised based on proper information support	1	2	3	4	5
10	I am allowed to raise appeal against the appraisal results	1	2	3	4	5
11	The appraisal has significant contribution in upholding ethics and moral values	1	2	3	4	5
12	My superior behaved politely	1	2	3	4	5
13	My superior dealt with dignity	1	2	3	4	5
14	My superior dealt with respect	1	2	3	4	5
15	My superior abstained from offensive comments	1	2	3	4	5
16	My superior is available to me for candid communication	1	2	3	4	5
17	My superior articulately explains the appraisal process	1	2	3	4	5
18	My superior is capable enough to make me understand the procedures	1	2	3	4	5
19	My superior timely communicated the appraisal details	1	2	3	4	5
20	My questions have been responded by the superior to the point	1	2	3	4	5

Part iii: Organizational Commitment

1	I would be extremely pleased to expend the rest of my career with this bank	1	2	3	4	5
2	I am fond of talking about my bank with people outside it	1	2	3	4	5
3	I earnestly believe that the difficult issues of this bank belong to me	1	2	3	4	5
4	I do believe I could be devoted to another bank very well	1	2	3	4	5
5	I feel 'at home' in my bank	1	2	3	4	5
6	I have a 'sentiment connection' to this bank	1	2	3	4	5
7	This bank means a lot to me on personal level	1	2	3	4	5
8	I am always moved by a strong sense of belonging in my bank	1	2	3	4	5
9	I am not anxious about resigning from my job without securing another before hand	1	2	3	4	5
10	My decision to quit this job would disturb my life tremendously	1	2	3	4	5
11	Even if I wish to leave this bank immediately, it would be very troublesome on my part	1	2	3	4	5
12	Leaving my bank would effect me financially	1	2	3	4	5
13	At this moment, keeping this job is both a need and a passion	1	2	3	4	5
14	I feel not many options are open to me about leaving this bank	1	2	3	4	5
15	One of the significant outcome of staying in this bank would be lack of available alternatives	1	2	3	4	5

16	I persist to work for this bank as another bank might not be overallly advantageous for me like this bank	1	2	3	4	5
17	I believe in recent times, people change their workplace frequently	1	2	3	4	5
18	I think loyalty to one's bank should always be the priority of an employee	1	2	3	4	5
19	Switching between banks is not unethical to me at all	1	2	3	4	5
20	In my opinion loyalty is very important so I fell accountable to stay	1	2	3	4	5
21	If I am offered another better job else I would still not want to resign from my bank	1	2	3	4	5
22	I was taught to trust the worth of remaining loyal to one bank	1	2	3	4	5
23	When people used to spend most of their career with one bank the scenario was much better then	1	2	3	4	5
24	I opine wishing to be a 'company man' or 'company woman' does not seem practical anymore	1	2	3	4	5

<p>Your overall comment about performance appraisal practices of your Bank</p> <p>.....</p> <p>.....</p> <p>.....</p>
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Thank you for your kind cooperation and allowing time for the study is highly appreciated.

Appendix 2

List of Bank with Branches

Sl	Name of Bank	Year of Establishment	No. of Branches	Generations
1	Rupali Bank Ltd.	1986	554	1 st Generation (1980-1989)
2	Pubali Bank Ltd.	1983	444	
3	Islami Bank Ltd.	1983	304	
4	Uttara Bank Ltd.	1983	227	
5	National Bank Ltd.	1983	191	
6	UCB Bank Ltd.	1983	158	
7	IFIC Bank Ltd	1983	130	
8	City Bank Ltd.	1983	112	
9	NCC Bank Ltd.	1985	104	
10	AB Bank Ltd.	1981	101	
11	ICB Islamic Bank Ltd.	1987	33	
12	Dutch-Bangla Bank Ltd.	1996	155	2 nd Generation (1990-1999)
13	First Security Islami Bank Ltd.	1999	148	
14	Prime Bank Ltd.	1995	145	
15	Al- Arafa Islami Bank	1995	129	

16	South East Bank Ltd.	1995	122		
17	Social Islami Bank Ltd.	1995	111		
18	Mercantile Bank Ltd.	1999	109		
19	Trust Bank Ltd.	1999	108		
20	EXIM Bank Ltd.	1999	107		
21	Mutual Trust Bank Ltd.	1999	106		
22	Standard Bank Ltd.	1999	104		
23	Bank Asia Ltd.	1999	102		
24	Premier Bank Ltd.	1999	98		
25	Dhaka Bank Ltd.	1995	87		
26	One Bank Ltd.	1999	85		
27	Eastern Bank Ltd.	1992	80		
28	BRAC Bank Ltd.	2001	174		3 rd Generation (2000-2009)
29	Jamuna Bank Ltd.	2001	102		
30	Shahjalal Islami Bank Ltd.	2001	93		

Appendix 3

Table: Reliability Coefficients

Variables	Statements	Cronbach's Alpha	Decision
Distributive Justice	4	.874	Accepted
Procedural Justice	7	.60	Accepted
Interpersonal Justice	4	.695	Accepted
Informational Justice	5	.775	Accepted
Affective Commitment	8	.859	Accepted
Continuance Commitment	8	.891	Accepted
Normative Commitment	8	.920	Accepted
Performance Appraisal Fairness	20	.836	Accepted
Organizational Commitment	24	.961	Accepted

