

“Evaluation of the workforce”

A study on the effects of Performance Appraisal on Counterproductive Work Behaviors Moderated by Perceived Organizational Support and Psychological Contract Fulfillment.

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Abstract

To determine if Human Resource efforts are working, accurate Performance Appraisals (PA) are needed. However, Performance evaluations are not always perceived as fair or good, which could be detrimental to a company (Greenberg, 1986). The focal point of this research was to find out whether a bad perception of a Performance Appraisal, caused by mismatch between expectation and reality of a Performance Appraisal could lead to deviant behaviors. We aimed to fill the gap in existing literature by examining the consequences of perceived Performance Appraisal on Counterproductive Work Behaviors. Furthermore, the study investigated the moderating effects of Perceived Organizational Support and Psychological Contract Fulfillment on Counterproductive Work Behaviors while controlling for age (in years), gender (male, female) and type of employment contract. We hypothesized that Perceived Organizational Support could influence the relation between a Performance Appraisal and Counterproductive Work Behaviours (via Organizational Support theory) by lowering the feelings of injustice and therefore lowering Counterproductive Work Behaviours. In addition, we expected Psychological Contract Fulfillment to lower Counterproductive Work behaviors (via social exchange relationships). There was no evidence found for a moderation model, however there was a significant relation between age and Counterproductive Work Behaviours. When age increased, Counterproductive behaviors decreased. Furthermore, the significant correlations were used as a recommendation for an alternative mediation model. The alternative model shows that when Performance Appraisal increased, the level of Perceived Organizational Support increased as well. This effect is also seen with Psychological Contract Fulfillment. The most useful outcome for managerial practices is that of Age on Counterproductive Work Behaviors. Recommendations for age practices were based on Lifespan Theory.

1. Introduction

”Promise is most given when least is said”, a beautiful saying about relationships by Chapman et al. (1998). However, this may not be applicable for all relations within an organization. Because in business promises have to be kept and to in order to do so, communication is the tool and Performance Appraisal is the means. According to Deb (2009), mainly Performance Appraisal (PA) and its management is the essence of individual and organizational growth. It is vital for every organization to maintain its development and growth, especially in today’s highly dynamic and uncertain business environment. Furthermore, as Milkovich and Newman (2005) state, “Performance measurement and performance management are the oil that lubricates the human resources (HR) engine”. To determine if HR efforts are working, accurate Performance Appraisals are needed. However, Performance Appraisals are not always perceived as fair or good, which could be detrimental to a company (Greenberg, 1986). Especially because Performance Appraisals are linked to pay and reward in any form.

Moreover, as stated by Guest (1998) a trend can be identified where organizations are either no longer able to promise the traditional organizational career and job security or they violate their promises, leading to a breach in Psychological Contract. The latter implies leaving employees frustrated when promises are not met. However, in case promises are met, employees may be pleased avoiding potential frustrating behaviours. Lastly, all decisions made on a management level remain top-down processes, making Perceived Organizational Support (POS) and psychological contract fulfillment (PCF) of major importance to investigate. Assuming that a top-down process implementation works better when employees have a good impression of the top, the organisational support theory states that employees who perceive organizational support feel obligated to reciprocate toward the organization (Baran, Shanock & Miller, 2012). Nonetheless, with all these changes, is it safe to assume that Perceived Organizational Support and Psychological Contract Fulfillment can influence the relationship between a Performance Appraisal and the consequences of such an experience?

A central reason for the utilization of Performance Appraisals is performance improvement. Furthermore, Performance Appraisals determine who needs training, what kind of training and who will be promoted or fired (DeNisi and Pritchard, 2006). Employee perceptions and attitudes, shortly explained the view of the individual employee affect employee performance which in turn affects organizational performance (Den Hartog et al. 2004). Performance Appraisal is set in motion by a company in order to improve employee performance. It indeed influences employee behaviours. Nonetheless, Performance Appraisal could also instigate Counterproductive Work Behaviours (CWB). CWB is an employee behaviour that goes against the legitimate interests of an organization (Sackett, Berry, Wiemann & Laczko, 2006). However, conform Organizational Support theory, Perceived Organizational Support could

influence this relation. As reported by Rhoades and Eisenberger (2002) Perceived Organizational Support is the degree to which employees believe that their organization values their contributions and cares about their well-being. In view of Perceived Organizational Support, Psychological Contract Fulfillment is also established as key means in literature by which an employee globally evaluates the employment relationship with the organization. Multiple scholars define the psychological contract as a perceived exchange of agreement between an individual and another party (Rousseau, 1998)

There has not been a recent research carried out focussing on the relationship between Performance Appraisal and Counterproductive Work Behavior (Bretz, Milkovich and Read, 1992), except for role of justice perception (justice perception is part of performance appraisal perception) on Counterproductive Work Behavior (Cohen-Charash and Spector, 2001; Jacobs, Belschak & Den Hartog, 2014). Too little research is based on the real effects after putting Performance Appraisal into process, and more importantly, how employees perceive their Performance Appraisal in an organizational context (Levy & Williams, 2004). Are they motivated to improve their performance after receiving feedback, do they perceive their Performance Appraisal as credible and accurate? Furthermore, a lot of researches tried to find strong relations between Perceived Organizational Support and Counterproductive Work Behaviors, and between Psychological Contract Fulfillment and Counterproductive Work Behaviors, however they failed to find a strong relation. Most related studies are already outdated if you want to apply the knowledge and outcomes of your research to contemporary trends such as less people getting a fixed contract, leaving people in fear and reducing their trust towards their employers. Which could influence levels of Perceived Organizational Support and Psychological Contract.

The aim of this research line is to enrich Human Resource Management theories on the effects of Human Resource Practices. Additionally, it aims to fill the gap existing in literature by examining the consequences of perceived Performance Appraisal on Counterproductive Work Behaviors. Furthermore, this study investigates the moderating effects of the Perceived Organizational Support and Psychological Contract Fulfillment on Counterproductive Work Behaviors while taking control variables such as age (in years), gender (male, female) and type of employment contract into consideration. New insights can be added to several theories used in this thesis.

Previous research has gained evidence for moderating effects, though the evidence remains scarce (Colquitt et al., 2013) The present study contributes to the existing literature and to the research field, for a broad sample is studied from various organizations within The Netherlands. This research is of importance for not only the academic world, but far more important for society as times are changing rapidly.

Therefore, the following research question plus subquestions are formulated:

To what extent does a Performance appraisal, perceived as bad by employees will lead to higher counterproductive work behaviors?

- Is this relationship moderated by POS?
- Is this relationship moderated by Psychological Contract Fulfilment?

In the following section the mechanisms that explain the relationships between perceived Performance Appraisal, Counterproductive Work Behavior, Perceived Organizational Support and Psychological Contract Fulfillment are discussed. This will be done considering the main theoretical perspectives: Organizational Support Theory (Rhoades, Eisenberger and Armeli, 2001) and the Social Exchange Theory (Emerson, 1976). Secondly, highlighting all relevant theoretical aspects, the empirical part of the study is described which includes a summary of the methods being used. In the fourth paragraph we will show and analyse the outcomes of the study. Followed by the discussion including theoretical implications, limitations, practical implications and recommendations for future research.

2. Theoretical Framework

Performance appraisal

The term performance management is defined as management's systematic application of processes aimed at optimizing human performance in an organization (Warren, 1982). Expressed this way, the 'process' part is emphasized, making the interpretation of the definition somewhat negative. A more enlightened view comes from Weiss and Hartle's definition (1997): 'A process for establishing a shared understanding about what is to be achieved, and how it is to be achieved, and an approach to managing people that increases the probability of achieving success' (p. 3). Despite the upgrade, the definition continues to imply a top down direction. Different terms refer to performance management initiatives in organizations, e.g. performance-based budgeting, management-by-objectives, planning, programming and budgeting, and pay-for-performance (Heinrich, 2002). Determining what constitutes good performance and how the different aspects of high performance can be measured is critical to the design of an effective performance management process (Den Hartog, Boselie, & Paauwe, 2004). However in this research Performance Appraisal is defined as a evaluation in form of a conversation and documentation concerning one's performance with indirect or direct consequences for pay and/or other utilities in order to improve performance. Furthermore, Performance Appraisals determine who needs training, what training and who will be promoted or fired (DeNisi & Pritchard, 2006). In a critical examination of Performance Appraisals, Schraeder, Becton & Portis (2007) sum up positive aspects of formal Performance Appraisals as discussed hereafter. Firstly, Performance Appraisals may facilitate communication in order to reduce employer uncertainty (Spinks, Wells, and Meche, 1999; Wells and Spinks, 1999). Secondly, if Performance Appraisals are properly structured and applied, they can be used to help minimize environmental distractions (Mayer and Gavin, 2005), promoting an increased level of trust within the organization therefore diminishing behaviours or feelings that cause a loss of productivity among employees (Kanfer and Ackerman, 1989, p. 659). Thirdly, it increases goal setting and reinforcement of desired behaviour (Kikoski, 1999), providing a forum for collaboration in goal setting which in turn results in greater acceptance and satisfaction with appraisal results (Cawley, Keeping, and Levy, 1998). Most importantly, at the organizational level, numerous studies have reported positive relationships between human resource management (HRM) practices, including Performance Appraisal and organizational performance (Becker and Gerhart, 1996). And lastly, it is crucial in order to determine training needs of employees, as this is an important component in order to achieve strategic initiatives (Twomey and Harris, 2000). In contrast to these positive aspects, there are also drawbacks of formal appraisal. Particularly when formal appraisals are not applied accordingly it can be harmful to organizations. Due to potential errors that might play a significant role whilst dealing with Performance Appraisals e.g. supervisors fearing and avoiding conflicts

(Martin and Bartol, 1998), Performance Appraisals may be seen as an obstacle for quality improvement (Soltani, 2005). Moreover, according to Jenks (1991) Performance Appraisals can also create tension between supervisors and subordinates causing managers to dread or even avoid conducting Performance Appraisals. Furthermore, Schraeder et al. (2007) emphasizes that when performance or outcome goals are too challenging or overemphasized at the expense of ethics, legal requirements, or quality, it can have negative consequences for organizations. Thus, being detrimental to performance. Most importantly, receiving a Performance Appraisal can be an unnerving and even frightening experience for some employees (Spinks et al., 1999). Employee perceptions and attitudes affect employee performance, which in turn affects organizational performance (Den Hartog et al. 2004). With this in mind this research aims to investigate how one employee perceives their performance evaluation, and if the evaluation has the intended outcomes. And if, as a consequence, a negative perception of the Performance Appraisal would influence their performance in a negative way.

Counterproductive work behavior and PA

Although Performance Appraisal is intended to improve employee performance, it can also initiate Counterproductive Work Behaviors. Whereas performance appraisal is set in motion in order to improve employee performance. It indeed influences employee behaviours. Nonetheless, in case of mismatched expectation, it can also instigate Counterproductive Work Behaviors. Counterproductive Work Behavior is an employee behaviour that goes against the legitimate interests of an organization (Sackett, Berry, Wiemann & Laczko, 2006). Therefore, the focus is on the behaviour itself rather than on the results. Furthermore, Counterproductive Work Behavior is also expressed as a workplace deviance, behaviour that ‘violates norms for appropriate behaviour’. Robinson and Bennett (1995) divided Counterproductive Work Behaviors into four types of deviances; production deviance i.e. intentionally working slowly; property deviance i.e. theft of property; political deviance i.e. showing favouritism, gossiping and personal aggression i.e. harassment or verbal abuse. In addition, some researchers make a distinction between interpersonal deviance (deviant behaviors targeted at individuals) and organizational deviance (deviant behaviors targeted towards the organization). However in the same research, both deviances were relatively strongly correlated with each other (Berry, Ones and Sackett, 2007). Therefore, in this case creating an overall workplace deviance composite is justified. Additionally, the goal will not be to probe a particular deviance, but focussing on it as a whole. Most research done on Counterproductive Work Behaviors assign several forms of workplace deviance (organizational retaliation behaviour) to distributive, procedural, and interactional justice (Skarlicki & Folger, 1997). In like manner research of Flaherty & Moss (2007) show that procedural, distributive, and interactional justice all provoked counterproductive behaviours. Assuming justice has effect on Counterproductive

Work Behavior, there is only more reason to believe that there is a relation between Performance Appraisal and Counterproductive Work Behaviors. Moreover, a more recent research on Counterproductive Work Behaviors in relation to Performance Appraisal, describes that Counterproductive Work Behaviors can be caused by feelings of dissatisfaction from the employees Performance Appraisal (Aleassa, 2014). Accordingly, employees' satisfaction with their appraisal is determined by the size of the gap between their prior expectations (too optimistic rating) and the actual rating they received. Therefore, we believe that a Performance Appraisal that is perceived as unjust can lead to Counterproductive Work Behaviors. Additionally, when the actual ratings are much lower than expected it will lead to frustration. As Stauss et al. (2005) stated "Frustration is the special case of a strongly felt dissatisfaction, which appears if individuals do not reach goals that were thought as feasible or do not get rewards that were pledged" (p. 234). The latter could predict that employee expectations of Performance Appraisal in comparison to the reality of their Performance Appraisal causes frustration. Hence the following hypothesis is proposed:

H1: *A negative perception of one's Performance appraisal is positively related to Counterproductive Work Behaviours, controlled for age (in years), gender (male, female) and type of employment contract.*

POS as moderator

First of all, conform Organizational Support theory, Perceived Organizational Support could weaken the relationship between Performance Appraisal and Counterproductive Work Behavior. The theory is an application of social-exchange theory based on the norm of reciprocity. Perceived Organizational Support is one-sided in that it focuses on the employer's side of the exchange as perceived by employees (Coyle-Shapiro & Conway, 2014). As reported by Rhoades & Eisenberger (2002) Perceived Organizational Support is the degree to which employees believe that their organization values their contributions and cares about their well-being. Furthermore, conforming with the organizational support theory, the development of Perceived Organizational Support is encouraged by employees' tendency to assign the organization humanlike characteristics (Eisenberger et al., 1986). To resume, employees who perceive organizational support feel obligated to reciprocate toward the organization (Baran, Shanock & Miller, 2012). Because employees personify the organization, they could perceive their Performance Appraisal as an indication of how benevolent (or malevolent) the organization is towards them. That being the case, Perceived Organizational Support could influence the strength of perception of the Performance Appraisal based on the Organizational support theory. This way the feeling of distress caused by the gap between their expectation of Performance Appraisal and the reality of Performance Appraisal and the attributed feelings of injustice can be lowered, subsequently leading to lower levels of

Counterproductive Work Behaviors. As employees feel more need to reciprocate, this effect can also be the buffer and act as a moderator for the bad perception of one's Performance Appraisal. As researched before by Shoss, Eisenberger, Restubog & Zagenczyk (2013) reduced Perceived Organizational Support was related to heightened counterproductive work behavior directed against the organization and lowered in-role and extra-role performance. Conversely high perceived support with employees could lower this effect and therefore lower counterproductive work behavior. However as this only explains the relation between Perceived Organizational Support and Counterproductive Work Behavior, an additional idea is that the moderation between Performance Appraisal and Counterproductive Work Behaviors can also be explained based on the organizational support theory in other ways. For example, when a Performance Appraisal is positive, regardless of how it is perceived, an employee perceives benefits linked to pay or other forms of rewards. Which could trigger a reciprocal process and be perceived as organizational support. This idea is supported via motivational research whereby performance rewards expectancy (and allocated fairness) were linked to Perceived Organizational Support (Eisenberger, Rhoades & Cameron, 1999). Hence the following hypothesis:

H2: *The level of experienced Perceived Organizational Support weakens the relationship between a bad perceived Performance Appraisal and Counterproductive Work Behavior.*

Psychological contract fulfilment as moderator

Psychological Contract Fulfillment is established as key means by which an employee globally evaluates the employment relationship with the organization. The Psychological contract has been defined as an individual's belief regarding the terms and conditions of an exchange relationship with another party (Rousseau, 1989). And is characterized through qualities like respect, compassion, objectivity, and trust. "The psychological contract is inherently perceptual and thus one party's understanding of the contract may not be shared by the other" (Robinson, 1996). Therefore it is really important to keep in mind that the psychological contract is an expectation and can only be measured by perceptions when researched on individual level. Moreover, multiple scholars define the Psychological Contract Fulfillment as a perceived exchange of agreement between an individual and another party (Rousseau, 1998). In that way the Psychological Contract Fulfillment is a type of social exchange relationship (Turnley & Feldman, 2000). Contrary to exchange based purely on economic transaction, social exchange relationships involve agreements which can not be specified ahead of time and obligate the parties to trust one another (Blau, 1964). As the theory proposes individuals will make decisions based on certain outcomes. For example, when Performance Appraisal (the actual conversation/rapport) is being linked to positive outcomes like

rewards and long-term benefits, this is expected to result in Psychological Contract Fulfillment weakening the relationship of a badly perceived Performance Appraisal and Counterproductive Work Behaviors (Emerson, 1976). Earlier research done by Turnley & Feldman (2000) investigates the relationship between psychological contract violations and three types of negative employee behaviors including the extent to which employees intentionally neglect their in-role job duties and responsibilities. The outcomes of the research do suggest the breach of contract has a negative effect on employee behaviors. With contract breach being the opposite of contract fulfillment. The research could imply that fulfillment of the contract leads to opposite behaviors thus moderating the effects between Performance Appraisal and Counterproductive Work Behaviors. The moderating effect of Psychological Contract Fulfillment on Performance Appraisal and Counterproductive Work Behavior is even better explained by Robinson and Morrison (2000), in their research they found evidence of poor company performance or poor self performance, being linked to a perception of contract breach. Especially when there is poor interaction/communication with new employees. Which suggest that a poor communication (in this case about their performance) can lead to a perception of contract breach. When contract breach leads to contract violations, it could result in negative employee behaviors such as Counterproductive Work Behavior. A similar effect is also seen in a different research by Schalk & Van den Heuvel (2009, p.283) “The results showed a significant negative relationship between fulfillment of the organization side of the psychological contract and affective resistance to change”. The more the organization had fulfilled its promises in the employee's perception, the less the employee resisted the organizational change. In addition, recent research found empirical evidence of Psychological Contract Fulfillment having a positive effect on employees ‘perceived’ fairness on their performance appraisal (Harrington & Lee, 2015). This effect could moderate the relationship between a negative Performance Appraisal experience (if perceived as not fair) and Counterproductive Work Behaviors, leading to lesser Counterproductive Work behaviours.

Assuming the latter implies the following hypothesis is proposed:

H3: *Psychological Contract Fulfillment weakens the relationship between badly perceived Performance Appraisal and Counterproductive Work Behavior.*

With regards to the choice of control variables age, gender and type of contract. Most referred to papers in this research on Performance Appraisal and Counterproductive Work Behaviors have these demographic variables in common. Age is often related to years of experience in working field and on the maturity of a person, maturity equals less negative behaviors but can also relate to less flexible behaviors. Older employees have a stronger ability to regulate emotions and to process positive information more and deeply and are therefore expected to tolerate deviations from their expectations better (Ng and Feldman,

2009). Gender, in order to control for the possibility that employees were evaluated differently based on their gender, this characteristic was also used as a control variable. Type of contract can have an influence how secured an employee feels and related to a company, especially when related to Perceived Organizational Support and other supportive behaviors.

See Fig.1 for conceptual model

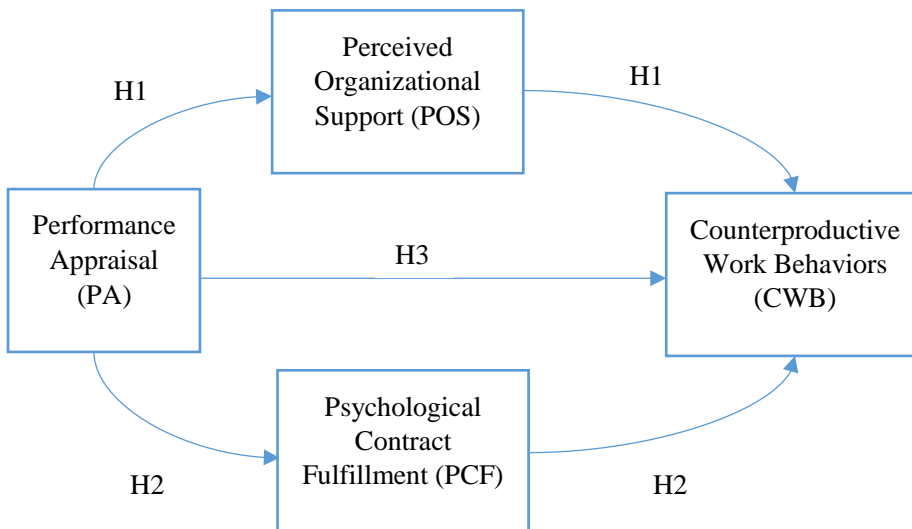


Figure 1: Conceptual model

3. Methods

Procedure

Interviewees were identified through the personal networks of master students. The thesis circle consisted of six people, all of these student were required to approach an estimation of 40 respondents within his or her personal network. The interview consisted of a online questionnaire (Qualtrics) spread with a link via e-mail, Facebook and LinkedIn. First, an information letter would appear via the link, the letter explained the aim of the study and included information with regards to the voluntariness of participation. After this screen a small consent form with regard to the confidentiality and the anonymity of the participant appeared. The online questionnaire would only appear when clicked on 'I Agree'. There were two types of questionnaires that were being distributed via Qualtrics, a Dutch one and an English one (see Appendix I). Both questionnaires had identical information and questions. The questionnaire consisted of several variables, of which only the relevant ones for this research were used to analyse. Lastly, the employees did not receive anything in return for their participation.

Sample

The number of respondents was reached by a Gpower calculation. The power calculation was based on linear multiple regression and was determined with the following information based on previous research, effectsize f^2 .15, the alpha level of α .05 and a desired power of β .95. With regards to number of predictors, the number of tested predictors was set on 6 (including interactions as a predictor) and the number total predictors on 9 (including control variables). With respect to reliability the outcome of 146 is multiplied with 150%. For the reason that Gpower is fully applicable in case of moderation. Therefore this study aimed to have 219 respondents to fill in the online questionnaire. Within a month the number of respondents was reached with a total dataset of 239 employees. However, only 235 provided complete information suitable to run all analysis. Within this study both part-time and fulltime employees were contacted within the Dutch labour market in the Netherlands. There was not any particular sector and/or business included and/or secluded. Participation was voluntarily. The demographic characteristics of the respondents showed that the proportion of male versus female is 42,7 percent male and 57,3 percent female (N=239).

The minimum age of respondents was 18 and the maximum age was 67 years, this difference left the study with a mean age of 37,36 and standard deviation of 13,731 years. Of all respondents (N=238) 24,8 percent has a temporary contract and the remaining 75,2 percent has a permanent contract (undetermined time). The ratio between type of contract and age differs per age group, a high age class shows a smaller amount of temporary contract compared to permanent contract (see Appendix II).

Measurement instrument

All the four variables used in this study were measured with existing and valid questionnaire scales. However, an extra check on the reliability of these scales in the current sample was performed, with the use of a reliability analysis (including Cronbach's Alpha) (see Appendix III).

Perception of Performance Appraisal is measured with a 14-item scale by Roberson & Stewart (2006). The scale they composed for their research consists of 4 separate variables conceptualizing the employees 'perception of Performance Appraisal.

Motivation to improve after receiving feedback is measured using three items from Fedor et al.'s (1989) scale. An example question is: "*The feedback makes me want to do better*". Responses are made on a 7-point Likert-type scale (1 = strongly disagree, 7 = strongly agree).

Perceptions of feedback accuracy is assessed using a 3-item measure derived from Podsakoff and Fahr's (1989) measure of feedback accuracy. An example question is: "*The supervisors 'evaluation*

reflected my true performance". Responses are made on a 7-point Likert-type scale (1 = strongly disagree, 7 = strongly agree).

Perceptions of credibility specifically, the competence and reliability of the feedback source — is measured using a 3-item measure derived from Fedor et al. (1989). An example question is: *"The supervisor really knows a lot about my performance"*. Responses are made on a 7-point Likert-type scale (1 = strongly disagree, 7 = strongly agree).

Justice perceptions of procedural justice and informational justice is measured with Colquitt's (2001) justice scale. Seven items were used to assess perceptions of procedural justice or the fairness of the procedures used to arrive at the outcomes (i.e. grades). An example statement is: *"The procedures are based on accurate information"*. All responses are made on a 7-point Likert-type scale (1 = strongly disagree, 7 = strongly agree). The reliability of these scales together was very good ($\alpha = 0,939$). The reliability of the scale would not improve by deleted an item. The terms professor was replaced with supervisor in order to make it more generalizable for this research. (Dutch: leidinggevende). All coded in positive wording.

Counterproductive work behaviour was measured with a 12-item scale of Bennett & Robinson, (2000). An example question is: *"Have you falsified a receipt to get reimbursed for more money than you spent on business expenses?"*. The respondents will be asked to answer on a seven-point Likert scale (1 = never, 2 = once a year, 3 = twice a year, 4 = several times a year, 5 = monthly, 6 = weekly, 7 = daily). The reliability of this scale was good ($\alpha = 0,778$). The reliability of the scale would not improve by deleted an item. All coded in positive wording.

Perceived Organizational Support was measured with an eight-item measure for POS from Rhoades, Eisenberger and Armeli, (2001). An example question is: *"My organization shows little concern for me."*. The respondents will be asked to answer on a five-point Likert scale (1 strongly disagree - 5 strongly agree). The reliability of this scale was very good ($\alpha = 0,871$). Recoded items Q11_3REV Q11_8REV. Moreover, by deleting the reliability of the scale will be .875. However, the item was retained, because the difference is very small and the scale is commonly used. All coded in positive wording.

Psychological contract fulfilment was measured with a five item scale from Freese, Schalk & Croon (2006); Lub, Bal, Blomme & Schalk (2016); van der Smissen, Schalk & Freese (2013). An example question is: *"To what extent does your organization provide you with good work content."*. The respondents will be asked to score the sentences on a five-point Likert scale (1 = much less than agreed upon 2 = less than agreed upon 3 = as agreed 4 = more than agreed upon 5 = much more than agreed upon. The reliability of the current scale was not as good as the original scale ($\alpha = 0,679$). The reliability of the scale would not improve by deleted an item. All coded in positive wording.

In addition, this paper included control variables at the individual-level : age (in years), gender (male, female) and type of employment contract (permanent or fixed-term contract).

Analytics

First, the variables and scales were constructed. Then simple descriptive and frequencies was extracted from the data as well as a correlation matrix. Afterwards Hayes PROCESS macro was applied in SPSS (Hayes, 2013). PROCESS is an easy to use add-on for SPSS and SAS for statistical mediation, moderation, and conditional process analysis. The PROCESS macro make it possible to estimate simultaneously the conditional direct and indirect coefficients for different levels of Counterproductive Work Behaviors

4. Results

Descriptive statistics and correlations

Table 1 shows the means, standard deviations and correlations of the variables. The results of the correlations matrix indicate that there is positive correlation between Performance Appraisal and Perceived Organizational Support ($r=.538$, $p < .01$) and between Performance Appraisal and Psychological Contract Fulfillment ($r = .456$, $p < .01$). Perceived Organizational Support and Psychological Contract Fulfillment are also positively correlated ($r = .640$, $p < .01$). Furthermore, there is a positive correlation between Psychological Contract Fulfillment and Counterproductive Work Behaviors ($r = .131$, $p < .05$). An important note is that there is no significant correlation to be found between Performance Appraisal and Counterproductive Work Behaviors and Perceived Organizational Support and Counterproductive Work Behaviors. Regarding the control variables there is a negative correlation between Psychological Contract Fulfillment and Gender ($r = -.200$, $p < .01$) Psychological Contract Fulfillment and Age ($r = -.193$, $p < .01$). Moreover there is a negative correlation between Counterproductive Work Behaviors and Gender ($r = -.189$, $p < .01$) and Counterproductive Work Behaviors and Age ($r = -.318$, $p < .01$). Lastly there is a positive correlation between Age and Type of employment ($r = .394$, $p < .01$).

Table 1

Mean, standard deviations and correlations

	Mean	SD	1	2	3	4	5	6	7
1 Gender			1	,074	-,020	-,026	-,189**	,018	-,200**
2 Age	37,360	13,731		1	,394**	-,025	-,318**	-,056	-,193**
3 Type of employment					1	-,021	-,099	-,042	-,082
4 PA	4,713	1,038				1	-,052	,538**	,456**
5 CWB	1,853	,723					1	-,045	,131*
6 POS	3,492	1,038						1	,640**
7 PCF	1,853	3,492							1

**. correlation is significant at the 0,01 level (2-tailed).

*. correlation is significant at the 0,05 level (2-tailed).

Regression analysis

To test the hypothesis , two-tailed test was used along with a model 2 of the Hayes PROCESS macro (Hayes, 2013). The results are displayed in Tables 2. The first hypothesis reiterates that a bad Performance Appraisal as perceived by employees will lead to higher counterproductive work behaviors of employees. The results showed that a low Performance Appraisal outcome does not significantly lead to higher employee Counterproductive Work Behaviours when controlling for age, gender or type of contract ($\beta = -.0629$, $p < .2333$), R square of this model was found to be $R^2 = .1576$ and a non significant R square change of ($R^2 = .0148$ $p < .1407$). This result does not provide evidence to support hypothesis 1, therefore, this hypothesis is rejected. However an interesting sidenote, the control variable Age is significantly related to CWB ($\beta = -.0155$, $p < .0000$). Table 2 below shows the corresponding coefficients.

The second hypothesis, The level of experienced Perceived Organizational Support has a negative effect on the relationship between performance appraisal and Counterproductive Work Behavior. The outcome shows that the level of Perceived Organizational Support by itself does not significantly lead to lower employee counterproductive work behaviours when controlling for age, gender or type of contract ($\beta = -.1681$, $p < .0770$). Furthermore, the interaction of Perceived Organizational Support_Performance Appraisal does not lead to a significant change in levels of Counterproductive Work Behaviors either ($\beta = -.0067$, $p < .9393$). The R square of this model was found to be $R^2 = .1576$ and R square change of when adding the interaction PA_POS ($R^2 = .0000$ $p < .9393$) which means that 15,76% of the variance in Counterproductive Work Behaviors can be explained by this model, however the change is non

significant. These result do not provide evidence to support hypothesis 2, therefore, this hypothesis is rejected. Table 2 below shows the corresponding coefficients.

Lastly, the thirth hypothesis states that: The level of Psychological Contract Fulfilment has a negative effect on the relationship between Performance Appraisal and Counterproductive Work Behavior. The outcome shows that the level of experienced Psychological Contract Fulfillment by itself does not significantly lead to lower employee Counterproductive Work Behaviours when controlling for age, gender or type of contract ($\beta = .2033$, $p < .0845$). Furthermore, the interaction of Psychological Contract Fulfillment_Performance Appraisal does not lead to a signifcant change in levels of Counterproductive Work Behaviors either ($\beta = -.1389$, $p < .2305$). R square of this model was found to be $R^2 = .1576$ and a non significant R square change of ($R^2 = .0054$ $p < .2305$) which means that the interaction is not explaining the change in variation. This result does not provide evidence to support hypothesis 3, therefore, this hypothesis is also rejected. Table 2 below shows the corresponding coefficients.

Table 2

<i>Effect of PA on CWB moderated by POS and PCF</i>			
	Coeff	Se	P
Constant	2.7257	.2489	.0000
POSmean	-.1681	.0946	.0770
PAmean	-.0629	.0526	.2333
int_1	-.0067	.0878	.9393
PCFmean	.2033	.1173	.0845
int_2	-.1389	.1156	.2305
Gender	-.1830	.0933	.0512
Age	-.0155	.0036	.0000
Type of contract	.0145	.1124	.8977
	$R^2 = .1576$		
	$F = 5.2633$	$P = .0000$	

6. Discussion

This study was aimed to fill the gap in existing Counterproductive Work Behaviour literature by examining the consequences of a perceived negative Performance Appraisal on Counterproductive Work Behaviors. In addition, the current study examined the moderating role of Perceived Organizational Support and Psychological Contract Fulfillment as well as their mediating roles in the relation between Performance Appraisal and Counterproductive Work Behaviours. Moreover, this research included several theories, with Social Exchange theory and Perceived Organizational Support theory being the overarching theories. In order to examine the previously mentioned relationship, a cross-sectional research was conducted using a broad set of data among employees working in various sectors and organizations in the Netherlands. Which resulted in a sample of 239 employees.

As stated before employee perceptions and attitudes affect employee performance, which in turn affects organizational performance (Den Hartog et al. 2004). Assuming the previous, the first hypothesis stated that a bad Performance Appraisal, could leave employee frustrated and as a consequence leading to negative behaviours on the workfloor. Counterproductive Work Behaviors can be caused by feelings of dissatisfaction, hence the theoretical connection between Performance Appraisal and Counterproductive Work Behaviors. There is no evidence to reject this theory, however the research did not succeed in finding evidence either. Therefore, the focus will be on the significant relation first followed by explanations for insignificant relationship via theoretical argumentation.

Theoretical implications

Based on the organizational support theory and a meta-analysis of Rhoades and Eisenberger's (2002), Perceived Organizational Support is related to antecedents of Perceived Organizational Support like fairness (part of Performance Appraisal) which explains the significant correlation between Performance Appraisal and Perceived Organizational Support. It can be concluded that when there are high levels of Performance Appraisal, employees perceived their Performance Appraisal as fair and therefore experience more Perceived Organizational Support. According to a recent research on Organizational Support Theory, Perceived Organizational Support also fulfills socioemotional needs, resulting in greater identification and commitment to the organization, which should result in favorable behaviors instead of Counterproductive behaviors.

Similar to Perceived Organizational Support is Psychological Contract Fulfillment, which can be distinguished into 5 typologies according to Lub et al. (2016), with fairness of organizational policies and rewards being one of them to be related to Performance Appraisal as well as Perceived Organizational Support vice versa. When Performance Appraisal is perceived as 'fair' employees experience higher levels of fulfillment on their Psychological Contract. Which explains the significant correlation between

Performance Appraisal and Psychological Contract Fulfillment. With regards to the significant decrease in Counterproductive Work Behaviors when Age increases, like discussed in theoretical framework, older employees have a stronger ability to regulate emotions and to process positive information more and deeply and are therefore expected to tolerate deviations from their expectations better (Ng and Feldman, 2009). Additionally, as age comes so does work and life experience, expectations become more realistic over time. As frustration is a product of the difference between expectations and reality, it is logically assumed that the older an employee gets, the less 'frustrated' he/she is as argued via the lifespan theory (Carstensen, 1995; Savickas, 1997; Bal, De Lange, Jansen, & Van Der Velde, 2013). Moreover, older employees are less motivated by performance-contingent incentives, which makes the Performance Appraisal and links to performance incentives less important (Kanfer & Ackerman, 2014).

Nevertheless, with higher levels of Perceived Organizational Support and Psychological Contract Fulfillment, we would have expected Counterproductive Work Behaviors to decrease with respect to Organizational Support theory and Social Exchange theory. However the outcomes of the research show that the research question can not be proven. With the following argumentation, we tried to shed light on the insignificant outcomes.

First of all, as can be seen in the descriptives statistics the interviewees quite often described their Performance Appraisal as positive which could mean the bigger part of the interviewee's in the research were satisfaction with their Performance Appraisal, therefore the results might not be able to show a significant relationship as there is less of variance in given answers. Furthermore, the Performance Appraisal scale in this research consists out of four different variables, it is a complex scale measuring, motivation to improve, feedback accuracy, credibility specifically, the competence and reliability of the feedback source and justice perceptions of procedural justice and informational justice. These four concepts researched separately could already make the results as we have now appear very different. Additionally, research in light of Performance Appraisal are often based on justice and perceived fairness (Erdogan, 2002), for example research done among police officers examined the effects of performance appraisals from a behavioral ethics perspective. Here they found that the relationship between justice perceptions (fairness and justice of Performance Appraisal) and both, ethical and unethical behavior (CWB) was mediated by Perceived Organizational Support (Jacobs, Belschak & Den Hartog, 2014). In line with this is research of Moorman, Blakely and Niehoff (1998), they tested how procedural justice alone influenced organizational citizenship behavior, the outcomes showed that procedural justice affects Organizational Citizenship Behavior by influencing Perceived Organizational Support, which in turn motivates employees to reciprocate with Organizational Citizenship Behaviors. Briefly, Organizational Citizenship Behaviors being behavior that helps and Counterproductive Work Behaviors;

behaviour that harms, both are forms extra-task behaviour that are often considered opposites (e.g., Sackett, 2002).

This could be an explanation of the significant correlations (Table 1) that appeared however failed to appear in the moderation model. In addition, there are more factors that could effect how an employee perceived their performance appraisal, for example when a persons performance appraisal has a direct effect on their pay, rewards and/or bonuses, you would logically assume that it has more effect on a persons behaviors. However, in this research we have not taken this into account. The outcomes of this research are based on answers of employees from companies with different Performance Appraisal system. These answers were obtained via random sampling. The only focus was to obtain information on how an employee perceived their interview. Therefore, specifics about Performance Appraisal were not taken into account.

Secondly, as for the the non significant relations between Perceived Organizational Support and Counterproductive Work Behaviors and Psychological Contract Fulfillment and Counterproductive Work Behaviors and the conceptual model not working. We focus on Counterproductive Work Behavior as a variable to find answers, it was already established that Countproductive Work Behavior is a negative behaviour when it comes to the vitality of a company as it goes against the legitimate interests of an organization (Sackett, Berry, Wiemann & Laczó, 2006). When it comes to a negative behavior, people tend to under-report behavior that is seen as inappropriate by researchers, even when anonymity is ensured (Donaldson & Grant-Vallone, 2012). Donald & Grant-vallone (2012, p.247) “because employees often believe there is at least a remote possibility that their employer could gain access to their responses”. Looking at the descriptives statistics it can be shown that the results are fairly skewed (mean=1.8526, standard deviation= .72293). Less variation causing the strength of the relation weakened. This could be caused by social desirability (Krumpal, 2013).

Moreover, it was not taken into account if employees we interviewed, were working in a team or alone. In light of several research into performance benefits of collectivism, it is shown that when working in teams, people tend to show less Counterproductive Work Behaviors as the social norm might be higher (Aubé, Rousseau, Mama & Morin, 2009). When working alone, there is less monitoring, hence people being less aware of an employee that is showing signs of Counterproductive Work behaviors. Moreover, the level of task interdependency could also effect levels of Counterproductive Work Behaviors, depending on how much employees need eachother to complete the overall task. Counterproductive Work Behaviors in forms of decreased in-role performance would be noticed very quickly in case of high task interdependence (Moorman & Blakely, 1995; Shaw et al., 2000; Van Dyne et al., 2000).

Additionally, the original Counterproductive Work Behavior scale is much comprehensive. However considering the length of the questionnaire, the choice was made to focus on a less elaborate scale.

In like manner, there is also a possibility that Counterproductive Work Behavior may influence justice, rather than vice versa. For example, when employees would engage in these negative behaviors and managers recognize these as critical to the health of the organization. It consequently could lead to employees receiving lesser opportunities for promotion, bonuses or other valued resources (Flaherty & Moss, 2007).

In addition, the effect of injustice on counterproductive work behavior might depend on individual characteristics (e.g., personality) which is not taken into account or controlled for. Research on personality traits reveal that personality trait in line with agreeableness diminishes the effect of injustice on organizational related behaviors, such as Counterproductive behaviors (Skarlicki, Folger, and Tesluk, 1999). Comparably, personality traits in line with neuroticism tended to amplify the impact of injustice (Flaherty and Moss, 2007). Also important to mention is that when Counterproductive Work Behaviors are taken apart (organization directed behaviors and individual directed behaviors) even stronger relationships are found between the Big 5 personality traits and organizational justice (Berry, Ones & Sackett, 2007).

Lastly, as researched before by Shoss, Eisenberger, Restubog & Zagenczyk (2013) reduced Perceived Organizational Support was related to heightened counterproductive work behavior directed against the organization and lowered in-role and extra-role performance. This effect is rejected as moderator between Performance Appraisal and Counterproductive Work Behavior. Which logically can be explained by having no direct effect to strengthen or weaken.

Recommendations for future research

The results all together show no support for the main research question. However there are still significant correlations between the different subjects that can be considered to make a new model (see table1). When focusing on Performance Appraisal linked to Counterproductive Work Behaviors, a body of research point out the mediating role of Perceived Organizational Support on this relationship (El Akremi, Vandenberghe & Camerman, 2010; Jawahar & Stone, 2017). Furthermore, there are several researches suggesting a mediating role of Psychological Contract Fulfillment on the relationship of injustice (measured by our Performance Appraisal scale) on Counterproductive Work Behaviors (Rosen , Chang, Johnson & Levy, 2009). That is why the decision was made to make an alternative model with two mediators controlled for age, gender and type of employment. A model four of Hayes PROCESS. The hypotheses for this model would be the following:

H1. *The higher the level of Performance appraisal, the more perceived organizational support will be experienced by an employee, while controlling for age, gender and type of employment contract.*

H2. *The higher the level of Performance appraisal, the more psychological contract fulfillment will be experienced by an employee, while controlling for age, gender and type of employment contract.*

H3. *The higher the level of Perceived Organizational Support, the more Counterproductive Work Behaviours will be shown by employees, while controlling for age, gender and type of employment contract.*

H4. *The higher the level of Psychological Contract Fulfillment, the more Counterproductive Work behaviours will be shown by employees, while controlling for age, gender and type of employment contract.*

H5. *The higher the level of Performance Appraisal, the more Counterproductive Work behaviours will be shown by employees, mediated by Psychological Contract Fulfillment and Perceived Organizational Support, while controlling for age, gender and type of employment contract.*

To test the hypothesis, a one-tailed test was used along with a model 4 of the Hayes PROCESS macro (Hayes, 2013). The mediation effects were tested separately. For the first model, Performance Appraisal is the independent variable, Counterproductive Work Behaviors the dependent variable, Perceived Organizational Support mediates this effect and Psychological Contract Fulfillment in this case is included as a covariate with the control variables. As for the second model, the same method is being used, Performance Appraisal is the independent variable, Counterproductive Work Behavior, the dependent variable, Psychological Contract Fulfillment mediates this effect and Perceived Organizational Support in this case is included as a covariate with the control variables. The results are displayed in Tables 4 till 7.

The first hypothesis assumes that the higher the level of Performance Appraisal, the more Perceived Organizational Support will be experienced by an employee. The outcome shows that the relationship between Performance Appraisal and Perceived Organizational Support is significant ($\beta = .1888$, $p < .0000$; Table 4). Therefore hypothesis one is accepted.

The second hypothesis assumes that the higher the level of Performance Appraisal, the more Psychological Contract Fulfillment will be experienced by an employee. The outcome shows that the relationship between Performance Appraisal and Psychological Contract Fulfillment is significant ($\beta = .0822$, $p < .0052$; Table 6). Therefore hypothesis two is accepted.

The third hypothesis assumes that the higher the level of Perceived Organizational Support, the less Counterproductive Work behaviours will be shown by employees. The outcome shows that the relationship between Perceived Organizational Support and Counterproductive Work Behavior is insignificant ($\beta = -.1429$, $p > .1304$; Table 4). Therefore hypothesis three is rejected.

The fourth hypothesis assumes that the higher the level of Psychological Contract Fulfillment, the less Counterproductive Work behaviours will be shown by employees. The outcome shows that the relationship between Psychological Contract Fulfillment and Counterproductive Work Behaviors is insignificant ($\beta = .2231$, $p < .0541$; Table 6). Therefore hypothesis four is rejected.

The fifth hypothesis states that firstly there is a relationship between Performance Appraisal and Counterproductive Work Behavior and secondly that both Perceived Organizational Support and Psychological Contract Fulfillment mediates this relationships. This hypothesis will be answered in three sections, firstly there is no significant direct effect between Performance Appraisal and Counterproductive Work Behaviors ($\beta = -.0490$, $p = .1251$; $-.1520$ to $.0541$; Table 3), because the zero is between between the lower limit and upper limit confidence intervals (LLCI and ULCI). Secondly, there is no significant indirect effect of Performance Appraisal on Counterproductive Work Behavior when mediated by Perceived Organizational Support ($\beta = .5511$; $-.5824$ to $.0541$; Table 5), because the zero is between the lower limit and upper limit confidence intervals (LLCI and ULCI). Thirdly, there is a significant indirect effect of Performance Appraisal on Counterproductive Work Behavior when mediated by PCF ($\beta = .0183$; $.0001$ to $.0502$; Table 7) because the zero is not between the lower limit and upper limit confidence intervals (LLCI and ULCI). Therefore the whole hypothesis is rejected, because there is no direct effect to support the full mediation.

Table 3

<i>Direct effect of PA on CWB</i>			
Coeff.	SE	LLCI	ULCI
-.0490	.0523	-.1520	.0541

Table 4

Regression analysis POS as mediator

	M(POS)			Y(CWB)		
	Coeff.	SE	P	Coeff.	SE	p
X(PA)	.1888	.0346	.0000	-.0490	.0523	.3503
M(POS)	-	-	-	-.1429	.0941	.1304
Gender	.1810	.0648	.0057	-.1833	.0937	.0516
Age	.0031	.0025	.2239	-.0150	.0036	.0000
Employment	-.0324	.0793	.6830	.0274	.1127	.8083
PCF	.6721	.0691	.0000	.2231	.1169	.0575

R²=.4938
F=(44.4840) *p*=.0000

R²=.1428
F=(6.3041) *p*=.0000

Table 5

<i>Indirect effect of PA on CWB</i>				
	Coeff.	Boot SE	LLCI	ULCI
POS	.5511	84.2198	-.5824	111.6098

Table 6

Regression analysis PCF as mediator

	M(PCF)			Y(CWB)		
	Coeff.	SE	<i>P</i>	Coeff.	SE	<i>p</i>
X(PA)	.0822	.0291	.0052	-.0490	.0523	.3503
M(PCF)				.2231	.1169	.0575
Gender	-.2136	.0512	.0000	-.1833	.0937	.0516
Age	-.0058	.0020	.0043	-.0150	.0036	.0000
Employment	.0129	.0639	.8405	.0274	.1127	.8083
POS	.4360	.0488	.0000	-.1429	.0941	.1304
	R ² =.4850			R ² =.1428		
	F=(42.9426) <i>p</i> =.0000			F=(6.3041) <i>p</i> =.0000		

Table 7

<i>Indirect effect of PA on CWB</i>				
	Coeff.	Boot SE	LLCI	ULCI
PCF	.0183	.0123	.0001	.0502

When focusing on this model, the outcomes reveal there is no full mediation, however there is a significant relation between Performance Appraisal and the mediators, Psychological Contract Fulfillment and Perceived Organizational Support. Results shows that when Performance Appraisal increases, the level of Perceived Organizational Support increases aswel ($\beta = .1888$, $p > .0000$; Table 4). Same as for Gender ($\beta = .1810$, $p > .0057$; Table 4) and PCF ($\beta = .6721$, $p > .0000$; Table 4). Furthermore, a similar effect is seen when Psychological Contract Fulfillment mediates the relationship between Performance Appraisal and Counterproductive Work Behaviors, when Performance Appraisal increases, the level of Psychological Contract Fulfillment increases aswel ($\beta = .0822$, $p > .0052$; Table 6). A comparable effect for Perceived Organizational Support ($\beta = .4360$, $p > .0000$; Table 6). Nevertheless, the relation changes

when focusing on Age ($\beta = -.2136$, $p > .0000$; Table 6) and Gender ($\beta = -.0058$, $p > .0043$; Table 6), the level of Psychological Contract Fulfillment decreases when both Age and Gender increase. Lastly, a similar effect is seen between the relation of Performance Appraisal on Counterproductive Work Behaviors mediated by Psychological Contract Fulfillment and controlled by Perceived Organizational Support and the control variables, when age increases, Counterproductive Work Behaviors decreases, however here the decrease is seen as a positive outcome ($\beta = -.0150$, $p > .0000$; Table 6).

This model could be encouraging for researchers to look further into Performance Appraisal, as the mediation is not fully rejected. Future research should focus on examining other potential mediators and moderators of the relationships between Performance Appraisal and Counterproductive Work Behaviors, such as team and individual level, task interdependency and age.

Furthermore, there are several other areas that need to be addressed. Firstly, the Performance Appraisal scale could be taken apart and researched as separate entities. The separation could provide more depth, as it would give more insight in which specific component plays a bigger role in the relationship between Performance Appraisal and Counterproductive Work Behaviors. Secondly, as for the Counterproductive Work Behavior scale, it is recommended to use the extended scale to obtain more elaborate information. Furthermore, in order to reduce social desirability that comes with scales such as Counterproductive Work Behaviors, it is recommended to make use of self-report. As this should diminish the effects of social desirability (Krumpal, 2013).

Thirdly, instead of focusing on only individual level, the research could be more extensive when team level (when existing) and supervisory level are also taken into account. Flaherty and Moss (2007) explain in their research that social support, received from colleagues, can mitigate the strain employees experience, that is induced when experiencing feelings of injustice.

Fourthly, as for the distribution and sampling method, future research could be focused on companies with a similar Performance Appraisal system. In order to decrease an inaccurate representation of a target group.

Implications for managerial practice

This research suggests a significant cohesion between Performance Appraisal, Perceived Organizational Support and Psychological Contract Fulfillment. Furthermore, Age is associated with Perceived Organizational Support and Psychological Contract Fulfillment and most importantly with Counterproductive Work Behaviors. Thus, this research could further support the idea that frustration leads to deviant behaviors. Furthermore, there are more reasons to believe the gap between expectation and reality needs to be smaller. Special attention should be given to the management of employees

expectations and the existing incongruence. Clear communication between an employee and the person responsible for fulfilling expectations are of most importance in this case. Communication will help to prevent this incongruence, and 'it will also help to decrease the false consensus effect, whereby people assume that they share the same perceptions' (Ross, Greene, & House, 1977). Secondly, age seems to be the most meaningful outcome of this research as it interacts with almost all variables. Therefore, it is imperative to aim attention on how age, and all the positive experience that come with it can help impede deviant behaviors. For example, recruitment management can aim at balancing certain agegroups, as all groups can have a positive impact on a companies performance.

Another example is a buddy program between a younger employee and an older more experienced employee. However, as lifespan theorist point out that age can also influence the level of motivation to learn new things. Training a younger employee could be a chance to do a different job, without having to learn a new skill (Kanfer & Ackerman, 2004).

Additionally, perceived support and fulfillment of contract will always be important factors when it comes to Human Resources research.

To summarize, there was no significance found for complete models, both moderation and mediation. However, there are outcome's that are of importance for theoretical purposes. There are reasons to believe there is more to be researched when it comes to Performance Appraisal. The results of this study can inform managers as well as employees how to execute Performance Appraisal practices in a way where it is beneficial for both parties. Furthermore, it contributed to existing literature and extended the existing literature. Moreover, it gave some refreshing insights on subjects that we cannot ignore in our field of Human Resources.

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Appendix I: Questions used for employees (English)

Perceived organizational support - Rhoades, Eisenberger and Armeli, 2001

<i>To which extent do you experience the following?</i>	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
1. My organization really cares about my well-being.	1	2	3	4	5
2. My organization strongly considers my goals and values	1	2	3	4	5
3. My organization shows little concern for me (R)	1	2	3	4	5
4. My organization cares about my opinions.	1	2	3	4	5
5. My organization is willing to help me if I need a special favor.	1	2	3	4	5
6. Help is available from my organization when I have a problem.	1	2	3	4	5
7. My organization would forgive an honest mistake on my part.	1	2	3	4	5
8. If given the opportunity, my organization would take advantage of me (R)	1	2	3	4	5

CWB (Bennett & Robinson, 2000)

<i>How often in your current situation:</i>	never	once a year	twice a year	several times a year	Monthly	Weekly	Daily
1. Have you taken property from work without permission?	1	2	3	4	5	6	7
2. Have you spent too much time fantasizing or daydreaming instead of working?	1	2	3	4	5	6	7

<i>How often in your current situation:</i>	never	once a year	twice a year	several times a year	Monthly	Weekly	Daily
3. Have you falsified a receipt to get reimbursed for more money than you spent on business expenses?	1	2	3	4	5	6	7
4. Have you taken an additional or longer break than is acceptable at your workplace?	1	2	3	4	5	6	7
5. Have you come in late to work without permission?	1	2	3	4	5	6	7
6. Have you littered your work environment?	1	2	3	4	5	6	7
7. Have you neglected to follow your boss's instructions?	1	2	3	4	5	6	7
8. Have you intentionally worked slower than you could have worked?	1	2	3	4	5	6	7
9. Have you discussed confidential company information with an unauthorized person?	1	2	3	4	5	6	7
10. Have you used an illegal drug or consumed alcohol on the job?	1	2	3	4	5	6	7
11. Have you put little effort into work?	1	2	3	4	5	6	7
12. Have you dragged out work in order to get overtime?	1	2	3	4	5	6	7

Performance Appraisal

<i>To what extension do you agree with the following statements about your last performance appraisal?</i>	Strongly Disagree	Quite strongly disagree	Some-what disagree	Neither agree nor disagree	Some-what agree	Quite strongly agree	Strongly agree
1. The feedback makes me want to do better	1	2	3	4	5	6	7

To what extension do you agree with the following statements about your last performance appraisal?

	Strongly Disagree	Quite strongly disagree	Some-what disagree	Neither agree nor disagree	Some-what agree	Quite strongly agree	Strongly agree
2. The feedback encourages me to improve my performance	1	2	3	4	5	6	7
3. This feedback increases my commitment to do well	1	2	3	4	5	6	7
4. The managers evaluation reflected my true performance	1	2	3	4	5	6	7
5. The managers accurately evaluated my performance	1	2	3	4	5	6	7
6. The feedback I received was an accurate evaluation of my performance	1	2	3	4	5	6	7
7. The manager really knows a lot about my performance	1	2	3	4	5	6	7
8. The manager is familiar with what it takes for me to do a good job	1	2	3	4	5	6	7
9. I have confidence in my manager's ability to evaluate my performance	1	2	3	4	5	6	7
10. I am able to express my views during the performance appraisal.	1	2	3	4	5	6	7
11. I can influence the decisions arrived at by those performance appraisal.	1	2	3	4	5	6	7
12. The performance appraisal is applied consistently.	1	2	3	4	5	6	7
13. The performance appraisal is free of bias.	1	2	3	4	5	6	7
14. The performance appraisal is based on accurate information.	1	2	3	4	5	6	7
15. I am able to appeal the decisions arrived at by the performance appraisal.	1	2	3	4	5	6	7
16. The performance appraisal upholds ethical and moral standards.	1	2	3	4	5	6	7

Psychological contract fulfilment

<i>To what extent does your organization provide you with...</i>	Much less than agreed upon	Less than agreed upon	As agreed	More than agreed upon	Much more than agreed upon
1. Good work content	1	2	3	4	5
2. Opportunities for career development	1	2	3	4	5
3. Good social atmosphere	1	2	3	4	5
4. Good work-life balance	1	2	3	4	5
5. Good rewards	1	2	3	4	5

(Freese, Schalk & Croon (2006); Lub, Bal, Blomme & Schalk (2016); van der Smitten, Schalk & Freese (2013).

Appendix II: Demographic characteristics of the sample

Age groups

	Frequency	Percent
18 to 25 years	77	32,2
26 to 35 years	52	21,8
36 to 45 years	25	10,5
46 to 55 years	55	23,0
56 to 65 years	29	12,1
65 plus years	1	,4
Total	239	100,0

Contract hour groups

	Frequency	Cumulativ Percent
0 to 12 hours per week	18	7,6
13 to 24 hours per week	63	34,0
25 to 32 hours per week	35	48,7
33 to 40 hours per week	116	97,5
41 and above hours per week	6	100,0
Total	238*	

**1 missing item*

Gender

	Frequency	Percent
Male	102	42,7
Female	137	57,3
Total	239	100,0

Type of contract

	Frequency	Valid Percent
Temporary contract (e.g. 1 year)	59	24.8
Permanent employment (undetermined time)	179	75.2
Total	238*	100%

** 1 missing item*

Appendix III: Reliability analysis

Table 1

Reliability analysis CWB

Table 1

Reliability analysis CWB

Item		Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q25_1	How often have you... - Taken property from work without permission?	,385	,768
Q25_2	- Spent too much time fantasizing or daydreaming instead of working?	,435	,764
Q25_3	- Falsified a receipt to get reimbursed for more money than you spent on business expenses?	,429	,766
Q25_4	- Taken an additional or longer break than is acceptable at your workplace?	,395	,771
Q25_5	- Come in late to work without permission?	,445	,762
Q25_6	- Littered your work environment?	,349	,776
Q25_7	- Neglected to follow your boss's instructions?	,487	,756
Q25_8	- Intentionally worked slower than you could have worked?	,557	,746
Q25_9	- Discussed confidential company information with an unauthorized person?	,490	,759
Q25_10	- Used an illegal drug or consumed alcohol on the job?	,320	,775
Q25_11	- Put little effort into work?	,604	,742
Q25_12	- Dragged out work in order to get overtime?	,420	,768

Table 2

Reliability analysis Perceived Organizational Performance (POS)

Item		Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q11_8REV	To which extent do you experience the following? - If given the opportunity, my organization would take advantage of me.	,461	,875
Q11_3REV	- My organization shows little concern for me.	,732	,843
Q11_1	- My organization really cares about my well-being.	,728	,843
Q11_2	- My organization strongly considers my goals and values.	,739	,842
Q11_4	- My organization cares about my opinions.	,644	,853

Q11_5	- My organization is willing to help me if I need a special favor.	,694	,848
Q11_6	- Help is available from my organization when I have a problem.	,601	,858
Q11_7	- My organization would forgive an honest mistake on my part.	,437	,873

Table 3
Reliability analysis Performance Appraisal(PA)

Item		Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Q21_1	The feedback makes me want to do better.	,631	,937
Q21_2	The feedback encourages me to improve my performance.	,597	,937
Q21_3	This feedback increases my commitment to do well.	,600	,937
Q21_4	The supervisors evaluation reflected my true performance.	,712	,935
Q21_5	The supervisor accurately evaluated my performance.	,776	,933
Q21_6	The feedback I received was an accurate evaluation of my performance.	,767	,934
Q21_7	The supervisor really knows a lot about my performance.	,767	,934
Q21_8	The supervisor is familiar with what it takes for me to do a good job.	,686	,935
Q21_9	I have confidence in my supervisor's ability to evaluate my performance.	,782	,933
Q21_10	I am able to express my views during the performance appraisal.	,663	,936
Q21_11	I can influence the decisions arrived at by those performance appraisal.	,664	,936
Q21_12	The performance appraisal is applied consistently.	,721	,935
Q21_13	The performance appraisal is free of bias.	,696	,935
Q21_14	The performance appraisal is based on accurate information.	,803	,933
Q21_15	I am able to appeal the decisions arrived at by the performance appraisal.	,474	,940
Q21_16	The performance appraisal upholds ethical and moral standards.	,645	,936

Table 4
Reliability analysis Psychological Contract Fulfillment (PCF)

Item		Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Q16_1	To what extent does your organization provide you with...	,364	,656
Q16_2	- Good work content. - Opportunities for career development.	,457	,623
Q16_3	- Good social atmosphere.	,454	,622
Q16_4	- Good work-life balance.	,422	,634
Q16_5	- Good rewards.	,484	,605