

T.C.
BAHCESEHIR UNIVERSITY
GRADUATE SCHOOL
THE DEPARTMENT OF BUSINESS ADMINISTRATION



**The impact of perceived political consideration in performance appraisal on
employee commitment in multicultural working environment**

MASTER'S THESIS

Rasheed Ahmad Rustaqi

ISTANBUL 2024

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ISTANBUL 2024



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ABSTRACT

The impact of perceived political consideration in performance appraisal on employee commitment in multicultural working environment.

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Master's Program in Business Administration

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March 2024, pages 66

The aim of this study is to explore the impact of perceived political considerations in performance appraisal on employee commitment within a multicultural work environment. It delves into how political factors within performance appraisal influence employee commitment, especially in environments with diverse cultural backgrounds. The study examines the effects of prejudice, favoritism, and perceived injustices in appraisal methods on employee commitment across three dimensions. This research was conducted in Istanbul with 198 participants from multicultural workplaces. Descriptive statistics, factor analysis, correlation analysis, and regression analysis were employed for main data using SPSS software version 26. The results of the correlation and regression analyses conducted in this study were unexpected and contradictory to the associations that were initially hypothesized. In contrast to initial assumptions, the analysis indicated significant and positive relationships between perceived political considerations and employee willingness to exert effort, desire to maintain membership, and belief and acceptance of organizational goals and values. The contradictory result could arise from factors like the organization's internal politics affecting honest survey responses. Respondents, particularly foreigners, may have hesitated due to fears of consequences like deportation or work permit cancellation. Job insecurity might also have led some to withhold their true experiences.

Key Words Political Consideration in Performance Appraisal, Employee Commitment, Multicultural Working Environment,

ÖZ

Çok kültürlü çalışma ortamlarında performans değerlemede algılanan politik etkenlerin çalışan bağlılığı üzerindeki etkisi

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Bu çalışmanın amacı, çok kültürlü bir iş ortamında performans değerlendirmede algılanan politik etkenlerin çalışan bağlılığı üzerinde etkilerini araştırmaktır. Çalışma, performans değerlendirmesindeki politik faktörlerin özellikle çeşitli kültürel geçmişlere sahip ortamlarda işçi bağlılığını nasıl etkilediğine dair derinlemesine bir inceleme yapmaktadır. Önyargı, kayırma ve değerlendirme yöntemlerinde algılanan haksızlıkların işçi bağlılığı üzerindeki etkileri bağlılığın üç boyutu dahilinde incelenmektedir. Bu araştırma, çok kültürlü iş yerlerinden 198 katılımcı ile İstanbul'da gerçekleştirilmiştir. Veriler için tanımlayıcı istatistikler, faktör analizi, korelasyon analizi ve regresyon analizi SPSS yazılımı versiyon 26 kullanılarak uygulanmıştır. Bu çalışmada yapılan korelasyon ve regresyon analizlerinin sonuçları, ilgili literatürden hareketle oluşturulan hipotezlerde öne sürülen ilişkilerle beklenmedik ve çelişkili olarak ortaya çıkmıştır. İlk varsayımların aksine, analiz, algılanan siyasi düşünceler ile işçinin çaba sarf etme isteği, üyelikten ayrılmama isteği ve örgütsel hedef ve değerlere inanma ve bunları kabul etme arasında önemli ve pozitif ilişkiler olduğunu göstermiştir. Çelişkili bulgular, örgütün politik ikliminin anket yanıtlarının yanlılık ile cevaplanması sonucunda meydana gelmesinden kaynaklanıyor olabilir. Özellikle cevaplayıcıların, işlerini kaybetme sonrası, sınır dışı edilme veya çalışma izni iptali gibi sonuçlardan kaçınmak için anketlere cevap verirken tereddüt etmiş olabilirler. Bir başka ifade ile iş güvencesizliği, yanıtlarda bazılarının gerçek deneyimlerini saklamalarına yol açmış olabilir.

Anahtar Kelimeler Politik Etkenler, Performans Değerlendirme, Çalışan Bağlılığı, Çok Kültürlü Çalışma Ortamı.

To those whose unwavering support and encouragement fueled this journey, this work is dedicated. To my family, whose love and understanding provided the foundation for my aspirations. To my friends, whose camaraderie and laughter brought joy to the challenging moments. To my mentors, whose guidance and wisdom illuminated the path to knowledge. This achievement is not mine alone; it belongs to all those who shared in the triumphs and setbacks, the late nights and early mornings. Your belief in me has been a beacon, and for that, I am eternally grateful.

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LIST OF ABBREVIATIONS

PCPA	Political consideration in performance appraisal
EC	Employee Commitment
SPSS	Statistical Package for the Social Sciences
Std. Deviation	A standard deviation
KMO	The Kaiser-Meyer-Olkin
EFA	Exploratory factor analysis
Sig	Significant

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Chapter 1

Introduction

1.1 Introduction

This study's primary goal is to examine the impact of perceived political consideration in performance appraisal on employee commitment in a multicultural working environment. Performance is the lifeblood of a supply chain, vital for both survival and success in business. However, the real challenge lies in maintaining tight control over this crucial element while promoting innovation and adaptability. This requires striking a balance between efficiency and flexibility, fostering a culture of continuous improvement, and empowering employees to drive productivity and quality standards. Ultimately, effective performance management is about orchestrating seamless coordination across the supply chain ecosystem.

The purpose of performance appraisals is to appraise employees in an objective manner, thereby providing guidance for their growth and advancement within the organization. They ultimately boost morale and contribute to overall success by offering constructive criticism, identifying areas of proficiency and deficiency, and facilitating progress in one's professional journey. Further, they enable the development of individualized strategies for achieving the intended expansion (Anne, Poti & Isaac, 2013). Onoh (2008:202) views performance appraisal as a formal appraisal of how effectively employees are executing their job responsibilities. This methodology consists of establishing performance criteria, assessing work performance in accordance with these criteria, and systematically delivering constructive feedback. According to Vigoda (2007), an important factor contributing to heightened perceptions of organizational politics and its subsequent impact on employee opinions and work-related sentiments toward the organization and the organization itself, is the absence of equity in organizational procedures, including performance evaluation. An inverse relationship exists between the degree to which employees perceive organizational politics and their organizational commitment and job satisfaction. As a result of undermining trust, fostering a sense of injustice, and diminishing the perception of organizational support, perceptions of organizational politics exert both direct and indirect influences on the aforementioned factors.

Furthermore, performance appraisals can be classified into two distinct types:

open appraisal systems and confidential (closed) appraisal systems. Under the open appraisal system, the appraisee is provided with comprehensive information regarding the assessment process and actively engages in it through consultation and viewing of the final report. The objective of this approach is to foster an environment devoid of prejudice and protect personnel from the possible irrationality and biases of their superiors. Nevertheless, it is critical to acknowledge that in spite of these precautions, objectivity could still manifest if evaluators reach a concession with the appraisee under specific conditions. Conversely, the confidential (closed) appraisal system entails the rater handling the appraisee's personal information and maintaining the confidentiality of the appraisal reports with respect to staff. This approach enables evaluators to assess employee performance exclusively on the basis of merit, thereby mitigating superfluous disputes and confrontations that frequently transpire between the appraiser and the appraisee in open systems.

The performance appraisal systems are conceived as tools to inspire employees to exert extra effort in achieving the goals, objectives, and targets set for them, with the promise of corresponding rewards. Essentially, it functions as the foundation for promotions and salary increases. Conversely, it can also result in punitive measures, such as demotions or dismissals, for unproductive employees who fail to meet their designated targets. The key to eliciting optimal performance from individuals is straightforward: establish clear goals in agreement with the employees, provide coaching for success, and acknowledge their achievements. This not only boosts morale but also fosters a sense of ownership and commitment to the organization, motivating employees to meet and exceed their targets.

1.2 Statement of the Problem

Companies are established with specific goals, and one common goal for every company is to operate at an optimal level in order to generate profit. To achieve this, it is crucial for the organization to successfully accomplish its objectives and targets within the specified time frame. In order to attain success, the organization should prioritize both employee productivity and commitment. Without employee commitment, any company will encounter difficulties in prospering. Companies frequently utilize performance appraisal to guarantee employee commitment and productivity. Globally, businesses are striving to discover innovative methods to keep their employees motivated, engaged, and performance-oriented for sustained

competitiveness. The understanding prevails that motivated employees contribute positively to the productivity of the company. The performance appraisal system plays a crucial role in enhancing employee commitment and productivity within organizations. However, issues such as unfairness, cultural differences, political consideration, lack of efficient implementation of performance appraisal, and ownership problems can undermine the effectiveness of the performance appraisal process, these issues can lead to employee dissatisfaction, reduced commitment, and lower organizational performance. That's why we choose to focus on political consideration to see how performance appraisal politics effect employe commitment within multicultural working environment. Vigoda (2007) highlighted that the lack of fairness in organizational processes, particularly in performance appraisal, serves as a significant contributor to heightened perceptions of organizational politics. This, in turn, impacts both organizational performance and employees' attitudes toward their work and the organization itself. Specifically, a greater perception of organizational politics is associated with lower levels of employee job satisfaction and organizational commitment. Additionally, it is observed that the perception of organizational politics directly and indirectly influences various work-related attitudes among employees, including job satisfaction and organizational commitment. Employees get disappointed when they see that a company has conducted an unfair appraisal, which makes them less committed to the company. This issue most frequently arises in workplaces with a multicultural workplace.

Continuous feedback greatly impacts employee motivation, personal growth, future performance, and loyalty to the company. It fosters transparency, encourages engagement, and supports professional development, ultimately benefiting both the individual and the organization. Motivation stems from the expectation that pursuing a specific activity will likely lead to goal achievement and rewards that satisfy their needs and wants (Armstrong, 2009). This study aims to uncover the effect of performance appraisal politics on employee commitment in the multicultural working environment by focusing on its purposes and features. Organizations with superior performance appraisal systems typically exhibit higher growth, increased return per employee, lower attrition rates, and a solid foundation for tackling new challenges.

1.3 Theoretical Overview

Organizations adopt Performance Appraisal Systems with the overarching goal

of enhancing performance, elevating productivity, improving efficiency, and ultimately increasing profits. This practice is not confined to a specific sector, as both public and private corporations implement performance appraisal to foster improvements in performance and productivity. To ensure the effectiveness of the appraisal process, it is imperative to utilize updated job descriptions and current work objectives. At the conclusion of the appraisal period a formal assessment takes place using standardized appraisal forms generating a comprehensive report that succinctly outlines the degree to which the pre-established objectives were met. This report then serves as the foundation for the formal appraisal discussion delving into both past performance and outlining future plans for development and improvement a more accurate appraisal of an employee's performance its relation to job performance and the clear possibility of rewards are the results of an effective performance appraisal. Guest (2001) posits that the implementation of a performance appraisal program can yield numerous advantages, including sustained communication, improved job satisfaction, reduced employee turnover, heightened employee commitment, increased individual and team motivation, a sense of fairness among staff, and an association between performance and rewards.

Critical to the study of employee commitment is the notion that individuals who are committed to their work are more receptive to change and less likely to disengage, as stated by Lo (2009). Consequently, it is indisputable that these principles appear to have the potential to significantly affect a fundamental group of dedicated individuals who form the bedrock of the organization. In order to ensure the retention of top talent, it is critical to comprehend the means by which the appropriate level and nature of employee commitment can be determined. Devoted employees will seek employment elsewhere, which is where their commitment will inevitably wane (a). Elevated levels of employee commitment are correlated with employees who are exceptionally satisfied and content (d). Organizational transformation is an ongoing undertaking in the current global economic landscape, necessitating the participation of every employee at every level of the hierarchy. An increasing number of organizations consider commitment personnel to be their most valuable asset due to their intense motivation to dedicate their time and effort towards the attainment of corporate objectives (Hunjra, 2010). Additionally, individuals who are committed to the organization and their personal welfare are more adept at generating the social capital that is essential for the process of organizational learning.

The exponential growth of globalization has led to a milieu that is undergoing rapid transformation. The reduction in obstacles to conducting business and cross-cultural and international travel is an ongoing trend. There has been a significant surge in international migration as a result of the increased ease with which individuals can cross borders. Furthermore, this has led to a rise in the prevalence of intermarriage among individuals of different cultural and racial backgrounds. Their progeny may be born, raised, and mature in numerous countries characterized by a fusion of cultural identities. As a result of globalization and advancements in transportation and communication technologies, trade barriers have diminished, while interpersonal connection has increased. Diversity is one of the few concepts that transcends explanation, as it is consistently apparent and perceptible in our surrounding environment.

1.3.1. Political Performance Appraisal. Performance appraisal performs as a comprehensive instrument for measuring performance, utilized to collect data on an individual's achievements and assess them against pre-established benchmarks. Operating as an organizational system, it assigns employees grades that reflect their performance relative to predetermined objectives, with the intention of motivating adjustments in job performance. Manoharan, Muralidharan, and Deshmukh (2009) assert that performance appraisal is an essential management instrument utilized to assess the productivity of employees in the work environment. A structured and formal interaction between a supervisor and a subordinate, typically in the form of an annual or semi-annual periodic review to evaluate work performance, is what it is. The principal objective of performance appraisal is to motivate, synchronize, and unite the endeavors of individuals and groups, thus encouraging ongoing enhancements in the overall achievement of the organization's mission (Grubb, 2007). Particular organizations rely heavily on the results of performance evaluations to establish comparative incentives, including merit-based salary increases, promotions, and bonuses. Concurrently, these findings function as a method to identify subpar employees who may require assistance from a counselor, demotion, termination, or salary reductions. Performance appraisal plays a pivotal role not only in fostering individual growth but also in influencing organizational strategies and identifying and rectifying areas in need of enhancement.

However, political performance appraisal, as defined by Jones (2015), is a form of appraisal that is influenced by subjective judgments based on personal biases, power

dynamics, and organizational politics, potentially resulting in unfair evaluations and undermining the effectiveness of the appraisal process. Despite efforts to maintain objectivity, political considerations can distort the appraisal outcomes, leading to dissatisfaction among employees and hindering organizational performance. Rodriguez and Smith (2018) define political performance appraisal as an evaluative process influenced by organizational politics and power struggles, wherein supervisors may use performance ratings as a means to reward or punish subordinates based on their alignment with or resistance to managerial objectives. This definition highlights the role of political factors in shaping appraisal outcomes and underscores the need for organizational leaders to mitigate biases and promote fairness in the appraisal process. Additionally, political performance appraisal, as conceptualized by Lee and Kim (2020), refers to the politicized nature of performance evaluations in multicultural working environments, where employees' cultural backgrounds, social networks, and affiliations influence the appraisal process and outcomes. This definition emphasizes the importance of considering cultural diversity and social dynamics in understanding the complexities of performance appraisal in diverse organizational settings.

1.3.2. Employee Commitment Employee commitment goes a step more than loyalty and satisfaction. There are several plausible reasons for the heightened interest in employee commitment. Firstly, according to theory employee commitment to a firm is considered a robust forecaster of certain behaviors, particularly turnover. Individuals who are committed are more likely to express a desire to stay with the organization and actively contribute to its objectives. Secondly, the concept of commitment is intuitively attractive to both managers and social scientists. The emphasis on enhancing employee attachment, almost as an end in itself, can be traced back to early studies on employee "loyalty," where loyalty was viewed as a socially acceptable behavior among employees. Thirdly, a deeper understanding of organizational commitment can contribute to comprehending more general psychological processes. This understanding may shed light on how individuals choose to identify with elements in their environment and derive meaning from it. Researchers in employee commitment aid in explaining how people find purpose in life, offering insights into the broader psychological mechanisms at play. Effective commitment, according to Raharjo and Sulistiasih (2019), is the result of several employee motivational actualization strategies, such as responsibility, teamwork, honesty, persistence, spirit, quality of work, fairness, and personality integrity. For a considerable time, organizational scholars and business leaders have been concentrating on employee commitment. The assumption behind this is that companies with devoted workers have a competitive advantage, and high performers are more productive and less likely to quit. Effective commitment, according to Raharjo and Sulistiasih (2019), is a mix of employee motivational factors such as commitment or loyalty, responsibility, cooperation, discipline, honesty, persistence, spirit, quality of work, fairness, and integrity of personality. According to Murali et al. (2017), employee commitment is when an employee agrees with a company's mission and wants to continue being a part of it. Loyalty is described as an abstract noun idea that is related to numerous transients. Furthermore, as stated by Jine et al. (2016), employee commitments comprise three attitudes: comprehension of the organization's objectives, active involvement in its responsibilities, and contemplation of loyalty towards it. Employee commitment, as defined by Harwiki (2016), is a quality that individuals develop through their proactive engagement with the organization. Affective commitment refers to the sentimental allegiance exhibited by an employee towards a company, which serves as a driving force behind their support in the pursuit of the organization's

goals. Continuous commitment refers to the difference between the expenses incurred by an organization to remain a member and those incurred to depart. In the realm of ethics and morality, normative commitment refers to the decision to maintain membership in an organization. By differentiating these three aspects of organizational commitments, Mayer et al. In 1993. Defined by proponents of the attitudinal strategy, commitment is an emotional connection to the organization. Employee commitments are becoming an increasingly recognized asset of an organization due to the fact that they are highly motivated to invest their time and energy in the pursuit of company objectives (Bunjra, 2010). They provide the intellectual capital that is presently regarded as the most valuable asset by numerous organizations (Hunjra, 2010). Additionally, individuals who are committed to the organization and their personal welfare are more adept at generating the social capital that is essential for the process of organizational learning.

1.4 Purpose of the Study

The primary purpose of this paper is to discover the impact of perceived political consideration in performance appraisal on employee commitment within the unique context of a multicultural working environment. By exploring these factors within the specific context of a multicultural working environment, researchers can uncover one of unique information into the complex interplay between perceived political considerations in performance appraisal and employee commitment. This knowledge can inform organizational policies and practices aimed at promoting fairness, inclusivity, and employee engagement across diverse cultural backgrounds, ultimately contributing to enhanced organizational effectiveness and employee well-being.

1.5 Research Questions

How do perceived political considerations in performance appraisal influence employee commitment within a multicultural working environment?

1.6 Research Objectives

To investigate the impact of perceived political considerations in performance appraisal on employee commitment in a multicultural working environment

1.7 Research Hypothesis

Hypothesis 1: Perceived political consideration in performance appraisal negatively affects employee willingness to exert effort.

Hypothesis 2: Perceived political consideration in performance appraisal negatively affects employee desire to maintain membership.

Hypothesis 3: Perceived political consideration in performance appraisal negatively affects acceptance of organizational goals and values.

1.8 Significance of the study

One of the unique aspects of this study is its focus on the multicultural working environment. Examining the impact of performance appraisal politics on employee commitment in multicultural workplaces holds critical importance for effectively managing diversity, retaining talent, and improving organizational performance. This study provides organizations with valuable information to foster fairness, trust, and inclusivity within their appraisal systems, which in turn cultivates a positive work environment and boosts employee commitment. Moreover, by proactively addressing issues surrounding fairness and transparency, organizations can minimize turnover rates and legal risks while fostering a culture that encourages innovation and collaboration. This study holds vital significance for managers, organizations, and academics alike.

1.9 Definition

One of the significant parts of the performance management system is the performance appraisal, which is essential to improving employee efficiency. According to Jussier and Hendon (2012), the phrases quality rating, service rating, evaluation of performance, and performance assessment have all been used to refer to the idea of performance appraisal throughout its development. According to Sonnentag (2002) individual performance appraisal holds significance not only from an organizational standpoint but also on a personal level. The accomplishment of tasks and surpassing average performance levels can contribute to an individual's satisfaction and pride. Jones (2015) defines political consideration of performance appraisal as "the subjective judgments influenced by personal biases, power dynamics, and organizational politics, potentially resulting in unfair evaluations and undermining the effectiveness of the appraisal process.

On the other hand, scholars and business executives have long been engaged with organizational commitment. It is widely believed that organizations with a loyal individual are more likely to succeed, and that people who perform well are more productive and less likely to leave the organization. Meyer and Allen (1991) investigated the emergence and effects of organizational commitment in the early phases of individuals' careers using longitudinal research. According to their research, there are three primary ways that organizational commitments are shown: through active participation, the known expenses of quitting, and a sense of duty to stick around, organizational commitment is seen as critical to bringing about change via performance reviews, and it is thought that the assessment process has an impact on aspects such as emotional commitment in order to shape employee attitudes (Morrow, 2011).

In the last twenty years, there has been a notable increase in the number of companies that are going global, forming international joint ventures, and growing worldwide corporations. This phenomenon has prompted both scholars and organizations to delve into the consequences of cultural differences in workforce management. According to Hofstede (1992) and his cultural dynamics model, culture is the collective programming of the mind that distinguishes one group or category of people from another. This programming encompasses various aspects, including verbal and non-verbal communication, religion, customs, education, economics, politics, social institutions, values, and attitudes.

Chapter 2

Literature Review

2.1 Introduction

In this chapter the researcher collects the literature related to political consideration in performance appraisal, employee commitment and multicultural working environment. Performance appraisal is a crucial aspect of human resource management, and has evolved to align with modern organizational goals, emphasizing current performance and employee involvement in goal setting. Challenges in multicultural workplaces, such as cultural differences and unfair appraisal, can impact employee commitment.

2.2 Overview of Performance Appraisal

Human resources are assuming the one of the important factors in management of a company, it's needed that a company can manage its organization optima so that it helps to achieve the overall organization targets (Haizer et al., 2013). Human resources management, according to Marcky and Johnson (2000), encompasses all procedures and endeavors targeted at making use of every person to accomplish corporate goals. They proposed human resource management involvement in (a) Staffing: the process by which a company hires the best individuals to support it in achieving its objectives (b) Performance appraisal: which ensures that these employees receive the proper training and rewards for their contributions to the company (c) Retention: by means of performance management and staffing (d) Adherence to legal requirements set forth by the government and making sure that the proper policies and procedures are followed (e) Management of change, among all of them performance appraisals play a important role in controlling the overall activities of human resource in companies (Boswell and Boudreau, 2002). performance appraisal is a procedure or method utilized by an organization to assess an employee's level of job performance and provide that employee with feedback concerning their performance (Denisi and Pritchard, 2006). Performance appraisal primarily aims to foster or enhance the job performance of personnel (Denisi and Pritchard, 2006; Murphy and Cleveland, 1991). Bernardin and Beatty (1984) suggest relationship between rater opinions on organizational politics, rater reliability, and rater approval of the performance evaluation method Power, authority, and influence are central to organizational

politics, which are crucial to the survival of an organization. Power is characterized as the effort to influence others and the ability to mobilize resources, energy, and information toward a preferred goal or strategy. Organizational politics aims to protect and enhance individual self-interests or advance the interests and goals of others, utilizing both legitimate and non-sanctioned means. The performance appraisal has two roles in the firms, the first role is to measure the performance for the purpose of rewarding or encouraging the employee such as promotion, bounce, or may layoff. The second role is to develop the employee's potential, in this situation where the manager is playing the role of consoler then judge (Wilson and Western, 2001). With the growth of organizations, a formal performance appraisal system helps administrative decisions about salary increases, promotions, layoffs, and employee development, it also helps employees make career decisions and may boost their commitment and job satisfaction because of improved communication within the company (Weise and Buckley, 1998). Despite the fact individuals are not naturally motivated, they continued suggesting that individuals may be motivated by themselves and that managers should foster a favorable atmosphere to help them do so in order to extract the greatest resources possible (Wright, 2001). Employees may be motivated in a variety of ways, such as by having their abilities developed, receiving feedback, and being rewarded in ways that are meaningful to them. In some circumstances, monetary appraisals can also be a powerful motivator for staff members. Because of this, managers can utilize performance evaluations as a technique to motivate their employees. Performance assessments are frequently utilized for a variety of objectives, as highlighted by Meyer, Kay, and French (1965). Cleveland, Murphy, and Williams (1989) experimentally corroborated this conclusion, which said that various purposes may lead to goals for the appraisal that are incompatible.

Additionally, while corporations collect ratings with specific objectives in sight, assessors bring their own intentions into play. Murphy, Cleveland, Skattebo, and Kinney (2004) uncovered that the evaluator's agenda during the assessment influenced various aspects of the provided ratings. According to Udeze (2000), performance appraisals are a process used to gauge how productive employees are for their employers. Employee productivity and the need for regular appraisal and feedback have long been major concerns for management and staff because employees often want feedback on their work within the company within a given time frame. Managers can assess an employee's performance and provide feedback to them by having them

complete a daily work assessment.

The appraisal of performance done either formal or informal, the informal is mostly based on day to day working relation of employee and his manager, and it provide the opportunity to managers to evaluate the subordinate. The formal appraisal is done through reporting to the superiors to management about employee to act against them. The feedback on performance appraisals should always give to employee as means of behaviors modification and performance improvement (Ugoani, John 2020). The primary aims of human resource management are to retain desirable personnel, inspire employees, and attract potentially competent candidates (Kramar et al., 1997). The sole means of attaining the objective of impacting the financial bottom line via enhanced productivity, work-life balance, and adherence to legal requirements is by assessing employees' job performance (Sargent and Terry, 1998). Additionally, this approach fosters employee job satisfaction, motivation, and engagement within the organization (Parker, 1993). To assist in the achievement of organizational objectives, businesses may wish to implement human resource programs such as training, development, and performance evaluations. In light of this, it is critical to consider the effects that these initiatives will have on the workforce, including the degree to which each individual will be influenced by factors that affect their task domain either directly or indirectly. Numerous organizations gauge the performance and productivity of their employees through formal or informal assessment systems (Carroll and Scheiner, 1982). Reduced motivation, according to Buhlar (2004), can cause even the most qualified employees to produce subpar work, whereas increased motivation can inspire exceptional performance from individuals with average qualifications. Furthermore, Cones and Jenkins (2000) argue that performance appraisal is an obligatory procedure within organizations, during which an employee's work behaviors or characteristics are evaluated, assessed, or described by a designated rater within a predetermined period of time. The results of the evaluations demonstrate that performance appraisal is an internal cognitive and social perception exercise.

2.3 Performance Appraisal Management system

In the realm of human resource management, the effective appraisal of employee performance holds paramount importance for organizational success. Effective employee performance evaluation is of the utmost importance for the success of an organization within the domain of human resource management. Performance

appraisal management systems have become crucial instruments in this regard, incorporating a wide range of methodologies and technologies. Performance management includes any management action intended to enhance performance via staff development, performance standards setting, performance appraisal, performance plan establishment, or career mobility management. Employee performance management is a mechanism employed by employers to ensure that their workforce is providing superior quality products or services to the end consumer. Performance appraisal is a perpetual and uninterrupted procedure that serves to communicate and elucidate job responsibilities, priorities, and performance goals so as to preserve mutual understanding between employers and employees. This notion emphasizes the significance of personnel growth and fosters it via regular feedback mechanisms and cooperative efforts among the foresters. In addition to delineating job duties and expectations, performance management entails documenting, evaluating, and discussing the performance of every employee. A meticulously crafted performance management system ought to form the foundation of each organization's employee development program. The most effective employee development occurs when managers regularly mentor and coach their personnel, drawing from their own work experiences, in order to broaden their staff members' capabilities and competencies. An annual performance evaluation is inadequate for the most effective administration of employee performance. The efficacy of a performance management system is contingent upon conducting routine employee evaluations on a monthly, quarterly, or biannual basis, as opposed to a singular occasion. It is imperative to provide continuous and immediate feedback to employees; it is not permissible to withhold it during annual reviews or to retain it for the entire year. Timely feedback prevents a problem from escalating and ensures that the lessons learned are immediately applicable; furthermore, it leaves a lasting impression. When a supervisor provides consistent feedback, it leads to optimal performance outcomes. Academics and practitioners have consequently adopted a more comprehensive stance regarding the efficacy of performance appraisal methodologies and system evaluation. Generally, the process is comprehended to entail a dialogue between the candidate and the managers conducting the evaluations. According to Folger et al. (1992), since ensuring honesty is a more attainable objective than emphasizing on correctness, this should be the purpose of performance appraisal. There is a growing scholarly consensus that the subjective perception of impartiality held by employees holds greater significance than

the objective truth of appraisal systems. Not only is the preservation of fairness imperative due to the impracticability of attaining absolute honesty, but it is also a fundamental value that carries substantial societal and professional ramifications, and sentiments of injustice have such an impact. Negative outcomes are conceivable if an accurate appraisal system is regarded as unjust; conversely, an accurate appraisal tool that is perceived as equitable might not produce such results (Sashkin and Williams, 1990; Sabbagh et al., 1994). It would appear that employees must have an absolute desire to be evaluated in accordance with employment standards that are precise and under their authority. A prevailing belief exists that performance appraisal has the potential to engender discord between managerial personnel and staff. However, effective performance evaluations share a number of characteristics that enhance their enjoyment and maximize the benefits for both the conductor and the participant. Subsequent to recognizing an employee's achievements, it is critical to provide constructive feedback that aids in their development. In their 1980 publication, Landy and Farr introduced a performance appraisal paradigm comprising the subsequent interconnected elements: Positional attributes, organizational characteristics, rating objective, rating methodology, scale construction, rating instrument, rater and rate attributes, observation and storage of performance data, evaluation of performance, analysis of information, description of performance, and personal response are all components included. As per the findings of Mohrman et al. (1989), the performance evaluation cycle of an organization comprises the subsequent four objectives:

- (a) Specifying what a performance review is or ought to be.
- (b) Assessing and measuring output.
- (c) Giving the person information regarding that performance.
- (d) Supplying data to other systems within an organization that require it.

Similar necessary elements were identified by Latham and Wexley (1981), who also included a study of the law, the creation of an assessment tool, the choice and training of observers, and recognition or rewards for good work.

2.4 Performance Appraisal Politics

The traditional assumption upholds that appraisers should maintain impartiality and refrain from bias in the performance appraisal process studies. However, in the domain of pragmatic management, it is impossible to disregard the pervasiveness of performance appraisal politics, in which evaluators intentionally manipulate

evaluation results (Longenecker & Gioia, 2000; Arshad et al., 2013; Wu Zheng, Sun Jianmin, 2006; Chen Yunyun, Zhang Yichi, 2008). Divergent opinions exist regarding the consequences of performance appraisal politics. There are those who hold the view that performance assessment politics offers nothing to gain and everything to lose (Arshad et al., 2013), while others propose a more nuanced approach (Wu Zheng & Sun Jianmin, 2006; Wang Hongyan, 2017). Wang Hongyan and Chen Zhixia (2015) underscore the importance of taking into account the motivations of appraisers when assessing the influence of performance appraisal politics on the attitudes and behaviors of employees.

In recent times, scholarly investigations have started to differentiate between performance appraisal politics and the diverse impacts it has on staff members (Wang Hongyan, 2017; Poon, 2004; Sogra et al., 2009; Zhao Shusong, 2012). Furthermore, in light of the progressively unpredictable nature of the labor market, it is impossible to overemphasize the significance of employee allegiance to the organization (Fan Yun et al., 2013). Scholars in the field of performance appraisal politics have turned their attention to organizational commitment, recognizing it as a crucial measure of employees' psychological state (Sogra et al., 2009). Bernardin and Beatty (1984) proposed that the acceptance and accuracy of the performance appraisal system could be influenced by appraisers' perceptions of organizational politics. As a fundamental element of organizational dynamics, organizational politics comprises influence, power, and authority. Power is defined as the ability to influence and direct resources in the direction of one's own interests (Cobb, 1984; Pfeffer, 1981; Tushman, 1977). Its purpose is to protect or advance the self-interests of individuals, as well as to advance the interests of groups or organizations via lawful or unlawful methods (Altman, Valenzi, and Hodgetts, 1985). Political behavior and power dynamics have a substantial impact on the majority of critical organizational decisions (Pfeffer, 1981). In addition, prior research by Smith et al. (2016) and Jones and Stevens (2008) has emphasized the significance of organizational justice perceptions when attempting to comprehend the effect of performance appraisal politics on employee commitment and morale within the organization. They contend that maintaining employee trust and engagement requires performance evaluation processes to be conducted in a transparent and equitable manner. Furthermore, a study conducted by Jackson and Lee (2019) indicates that the influence of organizational culture on the occurrence and consequences of performance appraisal politics is substantial. In contrast to

organizations characterized by opacity and hierarchy, those that uphold a culture of openness, collaboration, and accountability are more unlikely to encounter adverse consequences stemming from political behavior during performance appraisal processes.

2.5 Fairness of Performance Appraisal

It is important for organizations to acknowledge the importance of fairness and organizational justice when it comes to performance appraisal processes and procedures. This aspect holds significant importance as it has a direct impact on the job satisfaction, organizational loyalty, and ultimately the propensity of employees to actively pursue alternative employment prospects. Cropanzano, Bowen, and Gillilan (2007) defined organizational justice as an individual's subjective evaluation of the moral and ethical standing of management conduct. They maintained that organizational justice was capable of generating substantial benefits for both employers and employees. The benefits encompass enhanced commitment and confidence, increased productivity, increased virtuous engagement in community affairs, increased client contentment, and diminished discord (Cropanzano, Bowen, and Gillilan, 2007).

Organizational justice is a multifaceted concept that defines the role of equity within an organizational setting, per Fulford (2005). Individuals who have a strong sense of connection to their workplace are more likely to recognize the relationship between procedural and distributive justice, according to Cremer's (2005) theory. In a more precise sense, an individual's perception of fairness is contingent upon their personal encounters with and convictions regarding suitable approaches to outcome dissemination and interpersonal conduct (Greenberg, 2001). Constant exposure to these standards engenders anticipations that serve as the fundamental basis for assessing equity (Greenberg, 2001). Acts of fairness are characterized by conduct that adheres to the aforementioned criteria, while acts of injustice are defined as conduct that contravenes these anticipations (Greenberg, 2001). It has been acknowledged for a very long time that fairness is among the most significant indicators of employees' affective states and behavioral patterns. When employees perceive that they are being treated fairly, they react with enthusiasm and commitment.

Three types of subjective perceptions comprise fairness, according to research on equity theory: distributive justice, interactional justice, and procedural justice

(Adams, 1965; Leventhal, 1980; Bies and Moag, 1986). In recent times, scholars have come to the understanding that informational justice and interpersonal justice are two distinct types of interactional justice (Greenberg, 1990).

2.5.1. Distributive Justice. Distributive justice, taken literally, refers to how fairly resources are distributed (Milkovich and Newman, 2005). In other terms, distributive justice relates to how much money or other benefits are given to workers (Milkovich and Newman, 2005). Distributive justice, according to Folger and Greenberg (1985), relates to the perceived fairness of the contents and the results. Distributive justice is defined by Deutsch (1985) as perceived fairness in the allocation of outcomes, such as conditions and products that will have an impact on a person's wellbeing.

2.5.2. Procedural Justice Procedural. Justice relates to the methods used to distribute results, not especially to the results themselves. The principles of procedural justice are set forth in order to define and regulate the participants' responsibilities in the decision-making process. It appears that procedural justice is crucial to preserving institutional legitimacy (Cropanzano, Bowen, and Gillilan, 2007). Procedural justice refers to the perceived equity or fairness of the procedures utilized to decide how to distribute incentives, including promotions (Lemons and Jones, 2001).

2.6 Importance of Performance Appraisal

Performance appraisal methods are not as useless and wicked as many people assert. When effective performance assessment systems, strategic planning, and appropriate methodology are used, performance appraisal may be seen as a beneficial tool for not just acknowledging and incentivizing exceptional performance and addressing poor performance, but also for promoting sustained organizational development. We may discover a diversity of perspectives on performance appraisal and all its components in study. This proves that, unlike managerial subjects, performance appraisal is extremely difficult to accomplish "right," as there are few "right" answers that have no opponents. A successful performance, the evaluation begins with a list of topics where the individual being reviewed has exceeded the norm. The atmosphere for the review meeting is created by starting in a positive way and presenting an example of how to accomplish duties effectively. This is also a great way to increase confidence, appraisals also go on to the fulfillment of responsibilities that need to be improved after recognizing areas of strength. It is important to offer clear examples of how the employee may improve when highlighting areas of

weakness. Explaining how improvements may be made and highlighting the jobs that are completed successfully offers your subordinates hope for the upcoming assessment period. It may also help to reduce or remove a negative attitude; this aspect of the assessment requires you to be honest and truthful when discussing with an employee where they need to develop. A performance appraisal comprises a discussion of both the individual employee's and the company's goals and objectives. The employee's personal objectives are shaped by an evaluation of their outstanding performance as well as the areas in which they need to improve, including strategies for enhancing and optimizing stated abilities. After having this talk, the worker feels like they have a bigger part to play in the company and can develop their skills to serve it even more. Self-assessment by employees serves as valuable input for a good performance review. Involving a worker in a personal performance enables them to become more self-aware, which might aid in their development. A company trying to improve every part of its operations may find enormous value in employee perspectives about the assessment itself, how it was conducted, and how useful it was.

2.7 Challenges involved in Performance Appraisal

Employees should be evaluated based on relevant job criteria, which seem acceptable and fair. Robinson (2006) claims that the evaluation procedure has several errors formal performance assessment programs have commonly generated poor and disappointing results in practice, as the expanding amount of critical literature attests. (Mcgregor, 1957; Schrader, 1969; Thompson and Dalton, 1970: Thompson and Dalton, 1970). Some academics claimed a plethora of problems and challenges as evidence for their opinion that performance appraisal should be given up on as a futile venture. But considering the potential of evaluation programs the better issue to ask is how to make them better rather than whether to do away with them. Therefore, unless a better strategy arises organizations should implement some kind of evaluation to address the potential risks. Managers usually try to avoid hot button issues like discipline and perhaps termination decisions. However, if a company ignores or just overlooks performance issues, the issues may increase to the point where the company is exposed to a professional liability lawsuit or an employee relations disaster. Time, paradoxically, has become an enemy when PA issues are not addressed honestly. The majority of managers need to be aware of the necessity of ongoing evaluation and documentation on the efficacy of formal performance grading systems, either via

negative personal experience or the growing corpus of critical research. Businesses often choose performance evaluation approaches randomly, without examining which methodology is most appropriate for a certain appraisal goal. This lack of consideration is one of the reasons why many businesses fail. The following are the most uncomfortable and commonly mentioned drawbacks:

2.7.1. Lack of objectivity in performance appraisal. According to Regent University, employees feel their evaluations are incomplete and that their evaluations are based more on their gender, race, or interpersonal skills than on their work performance. Forbes claims that because managers have different standards, something that one manager thinks excellent could only be deemed sufficient by a colleague.

2.7.2. Unfairness and biases. Standards and ratings tend to be inconsistent in many cases, it is unjust and some evaluators are ruthless while others are more forgiving. Some departments have highly qualified personnel, while others have less qualified personnel. Consequently, individuals who encounter less rivalry or get favorable evaluations may be awarded better ratings compared to similarly skilled or superior peers. Personal views and prejudices sometimes assume the position of business norms. While an appraiser is not deficient in standards, the criteria used are sometimes inaccurate. For example, a rater may unfairly provide poor ratings to talented subordinates in order to prevent them from progressing beyond the rater's department. On the other hand, when people openly display bias, it often leads to their seeking special treatment for certain staff members.

2.7.3. Lack of communication. The practice of exchanging and transmitting information or engaging someone by spoken word, written word, or other means is called communication. It is the exchange of meaning and information between sender and recipient via a common communication route and set of symbols. Individuals can converse with one other face-to-face or through a variety of technological and communication devices, including phones, fax machines, email, video conferences, online chats, internet calls, virtual meetings, and short messaging services (SMS). To convey and share the information needed for the performance evaluation activity, communication is essential. The efficacy of the process will be impacted by an excessive number of obstacles, including those related to emotions, language, semantics, perceptions, and inadequate or overwhelming information.

2.7.4. Lack of training. A company's training program has a major impact on its ability to survive. For the purposes of performance appraisals, a number of training goals can be identified, such as raising the credibility of the appraisal process, meeting the need for skilled labor, meeting the needs of raters in terms of job performance, and gaining an advantage over competitors. In general, training strengthens the misunderstandings inside the system, enhances understanding of the evaluation system, and increases system awareness while also assisting a company in becoming a more learning organization. Training in appraisals may help employees better understand the system. Workers may raise issues with management to increase their competence and efficiency as well as the judgments made during performance reviews.

2.7.5. Feedback. Performance assessments may have unforeseen effects if they are shared with employees. Unfavorable evaluations have the potential to not only demotivate the typical worker, but also impair their performance (Myers et al., 1965). Feedback tends to push only the most personality-driven employees to up their game.

2.7.6. The political mask in performance appraisal The intricacies of performance appraisal extend beyond mere considerations of accuracy and rationality, delving into the realm of organizational politics. Despite extensive literature guiding managers in crafting precise systems, the practical implementation often involves the donning of a "political mask." This metaphorical disguise reflects the reality that performance appraisals are not solely objective assessments but are deeply entwined with organizational politics. In the context of performance appraisal, the term "political mask" encapsulates the intentional distortion and manipulation of appraisal processes by managers for strategic political purposes within the organization. This phenomenon signifies that the appraisal environment is far from a purely rational one; instead, it is shaped by power dynamics, alliances, and the pursuit of individual or departmental interests. The presence of a political mask in performance appraisal introduces a layer of complexity to the managerial landscape, where the motives behind appraisals may transcend the traditional emphasis on accuracy. Managers, in navigating this intricate web of organizational politics, may prioritize objectives that align with broader strategic goals, team dynamics, or personal ambitions, even at the expense of strict accuracy. Effectively addressing the political dimension in performance appraisal requires a nuanced understanding of the motives that underlie managerial actions. It prompts a reconsideration of existing literature on appraisal design and training, emphasizing the need for approaches that account for the intricate interplay between accuracy, rationality, and the strategic imperatives inherent in organizational politics. This recognition is essential for developing comprehensive managerial strategies that acknowledge and navigate the multifaceted nature of performance appraisals within dynamic organizational contexts.

2.8 Employee commitment

Remember the earlier definition of commitment as "a force that binds an individual to a course of action pertinent to one or more objectives." Therefore, addressing the matter of what objectives employees set for themselves is an imperative concern. In fact, the literature on commitment is ambiguous as to whether employees commit to an entity or to a course of action. There are those who contend that the long-standing differentiation between attitudinal and behavioral commitment (Mowday et al., 1982; Staw, 1977) remains pertinent. Nevertheless, as was previously established (see Meyer & Allen, 1991, 1997), the differentiation between behavior and attitude

relates more to the procedural aspects of commitment formation than to the central focus of the commitment. The term "commitment" can be applied to both actions and objects, according to an examination of the literature on commitment in the workplace and the common usage of the term. For example, we engage in discourse and literature regarding commitment to organizations, trade associations, and labor unions (i.e., entities); conversely, we discuss commitment to implement policies and pursuing goals (i.e., behaviors). In specific contexts, commitment is understood to encompass both an object and a series of actions (Meyer & Allen, 1984, 1991; Meyer et al., 1993). For example, one definition of commitment implies a critical course of action for an entity (e.g., an organization or occupation), which is continued membership. Mayer and Schoorman (1992, 1998) delineated two distinct forms of organizational commitment, with continuity commitment presumably associated with an employee's ongoing employment with the organization and value commitment seemingly linked to job performance. Angle and Perry's (1981) and O'Reilly and Chatman's (1986) theories establish a connection between different categories of commitment and a variety of behavioral outcomes. The degree to which an employee feels devoted to their employer is referred to as employee commitment (Zhenget Al 2010; John, Meyer & Elyse 2010). Furthermore, it can also refer to an individual's psychological assimilation into an organization through the development of a sense of belonging, a sense of ownership over the organization's objectives, and a readiness to surmount obstacles (Tzafrir & Baruch 2005). Andrew (2017) posits that an employee's performance is determined by the decisions they execute in every circumstance, utilizing their unique abilities. According to Richard et al. (2009), an organization's success can be evaluated primarily based on its product market performance, return to shareholders, and financial performance. According to Porter and Smith's 1970 definition, employee commitment pertains to the extent to which an individual associates themselves with and engages in the operations of a specific organization in the context of developing instruments. This definition comprises a minimum of three fundamental elements: (1) Acceptance and Belief in Objectives and Values, Adherence to and a steadfast conviction in the principles and objectives of the organization. (2) Determination to Demonstrate Effort, A readiness to exert considerable effort on behalf of the organization. (3) Intention to Sustain Membership, A notable propensity for sustaining one's membership in the organization. Precise endorsement and unwavering belief in the principles and goals of the organization are

fundamental components of the Effective Commitment framework. This element demonstrates the employee's attitude and level of involvement with the organization. There is a positive correlation between effective commitment levels and employees' perceptions of their employment and the organization. Frequently, their objectives and guiding principles coincide with those of the institution (Meyer & Allen, 1991). An integral component of the Continuance Commitment paradigm is the substantial level of effort that the organization is prepared to allocate. This factor pertains to the quantity of money an employee considers the cost of resigning from the organization. Employees with a high continuance commitment are motivated to remain by factors such as the investment of time and effort, as well as the perceived difficulty of obtaining a comparable position at another organization (Meyer & Allen, 1991). Strong membership retention in the organization is associated with normative commitment, which is founded on a sense of moral or ethical obligation to remain with the group. Strong normatively committed employees experience a sense of loyalty and a firm belief in the ethical standards upheld by the organization, which motivates them to remain employed by the company (Meyer & Allen, 1991). Acquiring insight into the intricate interconnections among these components enables organizations to enhance employee dedication. Research suggests that fostering a positive work environment, exhibiting effective leadership, and cultivating a positive work culture can all contribute to the development of organizational commitment, which subsequently influences employee conduct and organizational outcomes. Beyond mere inert loyalty, this definition of commitment implies an active relationship in which members are willing to contribute something of themselves to the organization in order to enhance its welfare. Therefore, individuals exhibit dedication not solely through the expression of their convictions and opinions, but also through their actions. It is imperative to bear in mind that this characterization in no way precludes the likelihood, much less the possibility, that individuals will also exhibit loyalty towards other aspects of their environment, including their family, union, or political party.

The level of employee engagement plays a pivotal role in assessing the efficacy of an organization (Vue and Zhang, 2009; Brisco & Claus, 2008). This is supported by Whitener (2001), who argues that a high level of commitment is required to achieve a sustainable competitive advantage and increase productivity. Over the years, organizations have encountered considerable difficulty in locating competitive,

dedicated personnel who are prepared to exert maximum effort in pursuit of the organization's goals (Andrew 2017; Bhattacharyya 2011; Hunjra 2010). Low employee commitment often results from individuals' reluctance to exert maximum effort (Dost & Ahmed 2011). Mathotaarachchi et al. (2018) posit that personnel exhibiting diminished levels of commitment are preoccupied with attaining personal objectives rather than the company's aims and targets. They formally tender their resignation once they secure a new position. In contrast to less dedicated individual, highly committed staff perceive themselves as integral components of the organization and operate in accordance with its objectives (Lo 2009; Mathotaarachchi et al. 2018). The performance of employees surpasses the expectations of management due to their dedication (Bragg, 2002; Brooks, 2006). Andrew (2017) supports Bragg (2002) in stating that personnel who demonstrate a strong commitment to the organization and exert their utmost effort achieve exceptional levels of efficiency and performance at both the individual and organizational levels.

2.9 Model of Commitment

The model's components, which comprise affective commitment, continuation commitment, and normative commitment, give a more thorough and precise understanding of employee commitment (Noraazian & Khalip 2016)

2.9.1. Affective commitment. This phenomenon arises when a person develops a sense of emotional attachment and connection to the organization. Affective commitment, in its simplest form, refers to the sentimental bond that staff members form with the organization (Rhoades et al., 2001; Andrew, 2017; Balassiano & Salles, 2012). Affective commitment traits are indicative of employees harboring a profound allegiance to the organization, frequently motivated by their yearning for a close affiliation with it. Furthermore, employees express contentment with maintaining their present positions so long as they are consistent with the organization's goals and core principles (Sayan 2011; Wang et al. 2010; Gelaidan & Ahmad 2013). Furthermore, Andrew (2017) emphasized that employees who exhibit robust emotional commitment do so out of a desire to maintain their employment with the company. Mathotaarachchi (2018) outlines the constituent elements of affective commitment as outlined in the Meyer and Allen commitment model, which includes job challenges, goal clarity and complexity, role clarity, and goal alignment. Additionally, fairness, personal significance, feedback, involvement, and dependability are identified as factors that contribute to affective commitment.

2.9.2. Continuance commitment. Continuous commitment represents the second type of organizational commitment. Continuity commitment is demonstrated when an employee chooses to remain with an organization subsequent to evaluating the repercussions of leaving their current position in relation to the time and resources they have already invested in the establishment (Umoh 2014; Commeiras & Fournier 2001). Sustained commitment is influenced by various factors, such as tenure, compensation, benefits, pension vesting, and the family responsibilities associated with departing the organization (Loi, 2006). Employees who demonstrate commitment to their work do so due to personal necessity (Loi & Foley, 2008; Andrew, 2017). In addition, they are compelled to remain employed by the organization due to lack of alternative options (Loi 2006; Abdeljalil 2016; Nalip 2016). The individual with a long-term commitment evaluates the financial benefits of the organization.

2.9.3. Normative commitment. Normative commitment is the feeling of duty or responsibility to remain employed by the company (Nalip 2016; Coyle-Shapiro 2006; Balassiano & Salles 2012). Employees that demonstrate normative commitment feel a sense of obligation to stay with the organization, as defined by Meyer and Allen (1997) (Andrew 2017; Mathotaarachchi 2018). Individuals in this group tend to stay with the organization due to a sense of obligation and a belief that it is the ethically correct thing to do. Lee et al. (2009) found that workers are more likely to have a strong commitment to their company when they have a feeling of belonging and when they get recognition and experience high levels of individual and organizational productivity (Andrew 2017).

2.10 Commitment to Supervisor

The research suggests that an employee's devotion may be focused on a variety of goals, including the company, managing directors, coworkers, teams, unions, customers, supervisors, and other groups that make up the organization (Swailes, 2002). Because there are other motivational elements that people get committed to, including their supervisor, when an employee is devoted to a certain component of his business, it should be understood that this commitment is partial rather than whole. Sometimes the outcome of a commitment stands apart from others (Swailes, 2002) Employees frequently agree to various environmental factors, because they have moral viewpoints that enable them to recognize who they should be dedicated to, employees who don't seem to share a certain corporate value shouldn't be labeled as casuals. Instead, they are not following the intended committed priorities and objectives (Fox, 1973; Fielder, 1992).

Researchers such as Becker, Billings, Eveleth, and Gilbert (1996) claimed that psychologically relevant foci may have a stronger effect on the employee in addition to organizational variables, while Chen, Tsui, and Farh (2002) highlighted the importance of an individual's loyalty to their employer. It is advised against viewing the organization as the sole important object of attachment in order to properly understand the implications of commitment. For instance, Fielder (1992) noted that depending on how dedication is demonstrated to one group but not to another, the outcome of commitment may differ. The results also suggest that top-management or boss loyalty may have a role in overall (generic organizational level) loyalty. According to earlier studies, committing to various objectives can improve

interpersonal connections and boost organizational commitment, because supervisors are legally able to monitor and control their staff, employees are more inclined to comply with their boss's wishes and act in a way that suits him. Additionally, supervisors create regulations and choose how to offer prizes (Stinglhamber et al., 2002). Despite the absence of this connection, supervisor dedication has a significant impact on organizational outcomes. The organizational conduct of their subordinates is somewhat in the supervisors' control. In this situation, the employees place a higher value on the supervisor than the company as a whole. In other words, leader member interchange gives a distinctive effect from supervisor in addition to commitment to other foci. Being dedicated to various focuses, according to Becker and Billings (1993), greatly explains work satisfaction and positive employee behavior. As a consequence, committing to several focuses will increase effectiveness and create a stronger connection between commitment and other employee outcomes. The significance of commitment to various focuses for determining employee perspective was also covered by Askew, Taing, and Johnson (2013). It was discovered that dedication to the supervisor was a substantially better predictor than dedication to other goals. Additionally, according to Johnson et al. (2009), numerous commitments may occasionally work in synergy, resulting in greater favorable correlations between any one commitment and employee outcomes.

Clear goals and objectives help strengthen Employee commitment, employees tend to build a sense of unity when they have a clear understanding of the organization, and their level of commitment to the company will depend on how well the organization performs (decotiis and Summers, 1987). Commitment may be affected by the relationships between upper management, supervisors, and subordinates. Employees who feel that they are a part of the organization's body are more likely to be devoted because of this identity (Smith and Peterson, 1989). By informing employees about organizational operations through communication between superiors and subordinates, top management creates an organizational communication environment. Therefore, it is crucial for managers to establish close relationships with their staff members to achieve organizational commitment and complete responsibilities linked to the company in a timely manner (Allen, 1992).

2.11 Multicultural Working Environment

Defining culture poses a challenge due to its multifaceted nature, which has

been explored across various disciplines such as sociology, psychology, anthropology, and history. Consequently, numerous definitions and approaches exist, reflecting the complexity of culture and its diverse interpretations. Despite the absence of a universally accepted definition, Browaeys and Price (2008) argue that culture is fundamentally ingrained in human learning processes. Hofstede (1980) offers a widely cited definition, describing culture as "the communal programming of the mind that distinguishes members of one human group from another," a concept frequently employed in cross-cultural studies. Recent advancements in technology and globalization have significantly impacted businesses, the workplace, and society, fostering increased financial market integration, labor mobility, knowledge expansion, and international trade. The resultant challenges faced by managers of diverse teams have prompted scholars like Thomas (1999) to advocate for strategies such as categorization, elaboration, and cross-cutting, aimed at effectively managing multicultural teams to enhance collaboration and productivity (Jarvenpaa & Leidner, 1999). Initially, a team may include individuals with diverse cultural backgrounds, including foreign nationals or ethnic minority members working in the same country. In addition, individuals who are located in several countries and convene in person on a frequent basis may also be considered. Thirdly, virtual teams consist of individuals from several nations who work via technological devices and media instead of meeting face-to-face. It is important to emphasize that this research will focus only on the first category of team. According to Marquardt and Horvath (2001), multicultural teams are defined as task-oriented groups consisting of individuals from diverse cultural backgrounds. Halverson and Tirmizi (2008) define multicultural teams as a group of individuals with different cultural backgrounds who are connected through their tasks, share responsibilities, and are perceived by themselves and others as a distinct social category within one or more larger social systems. These teams navigate their relationships within and outside of organizations.

As migration, liberalization, and globalization are happening faster, individuals are increasingly encountering cultural differences both when traveling and in their daily work inside foreign companies (Konená, 2006). A diverse environment spans a spectrum of elements including gender, ethnicity, religion, social inclinations, and other aspects. Employees from many ethnic origins are maintained in a multicultural setting. Working in such an environment necessitates using distinct strategies for managing time, information, planning, decision-making, relationships,

communication style, power dynamics, dispute resolution, leadership development, and motivation (Charis, 2012).

Companies and cultures that prioritize characteristics such as feminine, little power distance, and low uncertainty avoidance, such as the Scandinavian nations, strive to maximize the benefits of diversity (Hofstede, 2001). Professionals working in multicultural environments may enhance their ability to predict their partners' emotions and prevent miscommunications by being aware of cultural disparities (Konená, 2006). When working in multicultural teams, it is crucial to possess adaptability, cultural awareness, respect for other cultures and beliefs, tolerance, open-mindedness, effective communication, and strong nonverbal communication skills. Workers who consciously restrict their expression of genuine emotions in the workplace may have adverse outcomes that impact their interpersonal connections, well-being, and efficiency, including feelings of exhaustion. The adverse outcomes mentioned are not connected to the correlation between experienced and displayed emotions (Mesmer-Magnus, dechurch & Wax, 2012).

Stress and anxiety arise from a dynamic environment characterized by constant change (Petrov, 2006). The primary risk factors for burnout, as identified by Recchia and Steffgen (2007), are emotional weariness, depersonalization, less effective coping strategies, and less personal fulfillment. These risk factors are often associated with job demands, such as high levels of stress and physical exhaustion.

There exist several pedagogical approaches and methods for collaborating within a multicultural setting. In addition, interactive methods, role-playing games, real-world scenarios and casus, games for intercultural competency, games for introduction, teamwork, and so forth are used. Their goal is to improve communication skills, multicultural awareness, and tolerance (Totzeva, 2012).

Communicative competence in multicultural settings involves effectively using both verbal and nonverbal expressive language messages, encompassing various types such as appellative (aimed at influencing others), informative, evaluative, and self-revealing messages. Implicit appeals are subtly conveyed by evoking emotional responses in others, prompting them to fulfill unspoken desires, as seen when comforting someone who appears distressed. Conversely, paradoxical appeals aim to elicit contrary responses from their stated intentions, illustrated by a teacher advising a child not to eat food they refuse. Avoidance of explicit appeals can stem from fears of self-disclosure, rejection, impinging on others' freedom, and reluctance to assume

responsibility (Mizova, 2004). Working in multicultural environments entails diverse perspectives from organizations, managers, employees, and their families, each navigating unique challenges and dynamics.

2.12 Performance Appraisal and Multicultural Working Environment

As a result of a significant rise in immigration in recent years, the world's population is now significantly more culturally diverse than it was in earlier decades. As a result, cultural diversity is one of the types of diversity that is most common in workplaces today. Cultural diversity comprises a multitude of distinctions, including but not limited to variations in work practices, salary anticipations, customs, and approaches to management (Lussier, 2008). Additionally, workplace conduct is influenced by culture. Additionally, employees are motivated differently in the workplace due to cultural differences. Due to the fact that performance management manages the situation, the effect is immediate.

The alignment of personal goals with organizational goals is a topic in performance management. It is a constant and thorough management process that seeks to make clear what is expected of both the employer and the employee (Armstrong, 2009). With a view to performance management being something that is done for the benefit of employees, there is an emphasis on cooperation between management and employees. Additionally, according to Armstrong (2009), performance management considers managers as coaches rather than judges for the workforce of the organization. There isn't a single, perfect performance management strategy that all authors agree upon. Armstrong and Barron (1998) came to the conclusion that an organization's strategy must be determined by its context, including its culture, structure, technology, stakeholders' perspectives, and the types of individuals involved. According to Hofstede (1999), cultural differences can significantly impact the acceptance and effectiveness of performance management strategies. In high power distance cultures, direct criticism of subordinates' work by superiors may be considered inappropriate. Similarly, individual-based performance evaluation may not align with the values of collectivist societies, where group cohesion is prioritized over individual success. In such cultures, individual appraisal may disrupt group harmony and be perceived as improper. Additionally, providing direct feedback, a key aspect of performance management, may conflict with cultural norms of harmony in collectivist cultures. For example, employees in feminine cultures may not

respond well to critical feedback due to their emphasis on effective interpersonal relationships. Recognizing and navigating these cultural nuances is crucial for organizations to implement effective performance management strategies across diverse cultural contexts (Schneider & Barsoux, 1997). Therefore, supervisors may refrain from providing negative feedback since subordinates may take it personally and it could harm the relationship between them. Trompenaars (1996) also pointed out that people from these cultures have a tendency to express their emotions more outwardly.

2.13 Pros and Cons of Having Multicultural Teams

Brannen and Salk (2000) argue that cultural diversity does not inherently undermine team effectiveness, challenging the notion that conflicts solely arise from differences among team members. William and O'Reilly's (1998) review similarly found no consistent link between diversification and team performance, suggesting that cultural diversity can be advantageous for organizations rather than a hindrance. Indeed, the performance of homogeneous teams is frequently surpassed by heterogeneous ones, owing to the latter's inventiveness, varied problem-solving methodologies, and perspectives (Adler, 2002). Nevertheless, multicultural teams encounter distinct obstacles, including disparities in communication, barriers related to language, and variations in communication approaches (Adler, 2002). Cultural disparities may impede the formation of shared norms and cause misunderstandings as group heterogeneity increases (Bettenhausen and Murnighan, 1985; Jehn et al., 1999; Ely & Thomas, 2001; Behfar et al., 2006). Conflict may arise as a result, especially when cultural differences are deeply ingrained and difficult to address (Kirchmeyer and Cohen, 1992). De Dreu and Weingart (2003) found a negative correlation between conflicts in multicultural teams and team performance, suggesting that effectively managing diversity is crucial for organizational success. Therefore, how managers perceive and navigate cultural diversity can significantly impact their organization's approach to diversity management, with some viewing it as a strength to be embraced and others seeking to minimize or eliminate cultural differences altogether.

2.14 Performance Appraisal and Employee commitment (Theory and Practices)

In this section, an extensive review of relevant studies conducted across diverse fields, including Organizational Psychology, Human Resource Management,

Management, and related disciplines, has been undertaken. The exploration of existing research in these domains aims to provide a comprehensive understanding of the relationship between performance appraisal politics and employee commitment.

According to Greenberg (1987), the Organizational Justice Theory posits that the level of commitment that employees have towards an organization is substantially impacted by their perceptions of impartiality in organizational processes, such as performance appraisal. A diminished sense of affective commitment is probable among employees who perceive the performance appraisal process as unjust or biased, as a result of the resulting sentiments of injustice. Distributive justice (fairness in outcomes), interactional justice (fairness in interpersonal treatment), and procedural justice (fairness in procedures) are the three facets that comprise this theory.

According to Emerson (1976), social exchange theory asserts that individuals and organizations establish relationships based on reciprocity, wherein inputs (such as effort and performance) are exchanged for outcomes (such as rewards and recognition). Nevertheless, when employees perceive political factors influencing performance evaluations, this dynamic can be disrupted and their faith in the integrity of the relationship can be undermined. As a result, employees' dedication to the organization might diminish if they come to the conclusion that their efforts are not suitably acknowledged or rewarded on account of political biases ingrained in the evaluation procedure.

A more recent inquiry, carried out by Bano in 2017, center on the correlation between employee motivation and the performance appraisal systems of Turkish non-governmental organizations. Bano's research underscored the criticality of adequately trained personnel in performing appraisals, advocating for a thorough comprehension of the procedure to alleviate biases. Additionally, Bano advised that a constructive mindset be maintained despite negative feedback, highlighting the significance of constructive feedback mechanisms in maintaining employee motivation.

Vroom, V. (1964). Expectancy Theory proposes that individuals' motivation to exert effort is influenced by their expectations regarding the outcomes of their actions. Within the context of performance appraisal politics, employees may perceive those political considerations, such as favoritism or nepotism, distort the relationship between their performance and the outcomes they receive. Consequently, employees may experience demotivation and reduced commitment to the organization if they believe that their efforts are unfairly rewarded or if they perceive that advancement

opportunities are unfairly distributed based on political factors rather than merit.

Turner, J. (1986). Social Identity Theory suggests that individuals derive part of their self-concept from their membership in social groups, such as their organization or department. Perceived political considerations in performance appraisal can threaten employees' social identity by signaling that their group membership (e.g., their department or team) is not valued or respected. This threat to social identity can lead to reduced commitment among employees who perceive themselves as disadvantaged or marginalized due to political biases in the appraisal process. In synthesizing findings from these diverse studies, this literature review serves as a foundation for the current research, aiding in the identification of theoretical frameworks, methodological considerations, and avenues for future exploration within the realm of performance appraisal and employee commitment.

2.15 Research model.

2.15.1. Perceived political consideration in performance appraisal (Independent Variable - IV).

An essential part of the performance management system, performance appraisal plays a vital role in raising employee performance. Among various practices within human resource management, performance appraisal stands out as fundamental or foundational. It implies that performance appraisal is commonly considered one of the primary or essential functions within HR management. The organization's ability to recognize employees' talents and efficiencies for the growth and development of the company is made possible by the systematic and ongoing appraisal of their performance. According to Lussier and Hendon (2012), the phrase "performance appraisal" has been used to refer to a variety of concepts depending on how they have evolved and what their goals are. As an illustration, consider merit rating, service rating, performance evaluation, and review; the latter is more typical. Performance appraisals, according to Beardwell et al. (2004) and Fletcher (2001), are two-way conversations and dialogues between the assessor and the employee. When done correctly, they actively include the employee and help them grasp what is expected of them.

2.15.3. Employee Commitment (Dependent Variable - DV). Academics and entrepreneurs have long focused on organizational commitment, claiming that high-performing individuals are more productive as well as less likely to quit, and that organizations with committed workers are more competitive. In order to investigate the emergence and effects of organizational commitment early in employees' careers, Meyer and Allen (1991) carried out a long-term investigation. They concluded that there are three primary ways in which an organization's commitments are shown: via active participation, through the predictable expenses of quitting the group, and through the duty to stay.

Beyond satisfaction and loyalty, there is an even greater level of organizational commitment. Effective commitment, according to Raharjo and Sulistiasih (2019), is a mixture of employee motivation actualization strategies, such as responsibility, collaboration, honesty, persistence, spirit, fairness, cooperation, quality of work, honesty, and integrity of personality. However, according to Kissler (1994), loyalty in the previous employment system was determined by performance, while in the current employment system, it is determined by production and quality. Murali together with others. (2017) define loyalty as a general idea that refers to several fleeting aspects of organizational devotion; a loyal employee is one who supports the company's objectives and wants to remain a member. Furthermore, according to Jin et al. (2016), organizational commitments encompass three attitudes: recognizing the organization's goals, feeling engaged in its responsibilities, and having a sense of loyalty to the organization. Organizational commitment is defined by Harwiki (2016) as the power that comes from people who are active in identifying themselves with the organization. Porter Smith (1970) distinguished three dimensions of organizational commitments are 1) a strong belief in and acceptance of the organization's goals and values: In your study, this variable is the third independent variable. It shows how much an employee has embraced and internalized the organization's beliefs and tenets. Employee commitment to the company and motivation to provide their best work are higher when they share and uphold the corporate principles. 2) a willingness to exert considerable effort on behalf of the organization: It shows how motivated and eager workers are to work hard and complete their responsibilities efficiently. Motivated workers who are prepared to put in effort are more likely to perform at a high level. 3) a strong desire to maintain membership in the organization: It speaks to the degree to which staff members choose to stay affiliated with the company as members. Strong retention

intentions among staff members are probably indicative of greater commitment and engagement, both of which might improve output. According to this explanation, commitment is more than just faithful loyalty to a purpose. It entails having an engaged relationship with the organization so that people are eager to provide a portion of themselves to support its success.

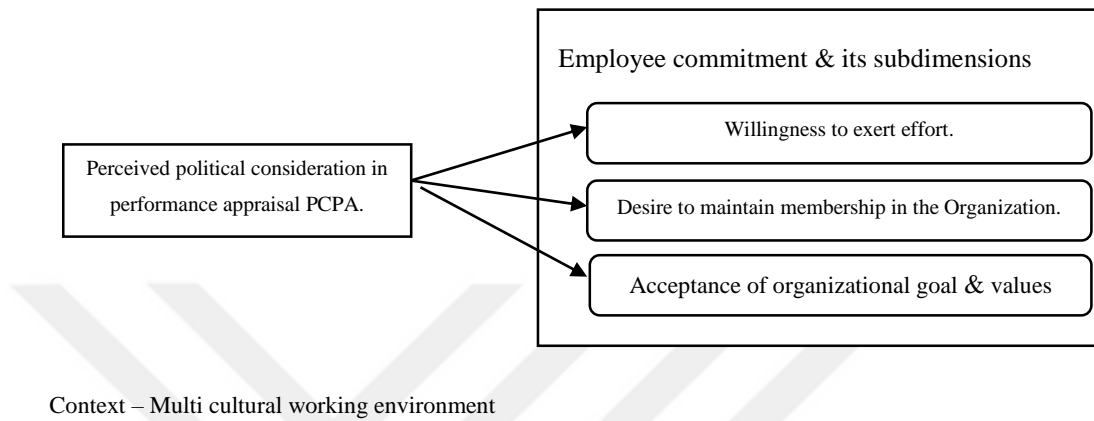


Figure 1. Research model.

Chapter 3

Research Methodology

Chapter Three offers a comprehensive overview of the research methodology employed in this study. It elucidates the chosen research approach, encompassing discussions on research strategy, sampling technique, data collection, and data analysis methods. Additionally, the chapter elaborates on the methodologies utilized for data gathering and outlines the procedural steps involved in data analysis. Furthermore, it concludes by delineating the planned data analysis procedures and acknowledging potential limitations inherent in the study.

3.1 Research Design

The research design functions as a framework or blueprint guiding the execution of a study. It outlines the necessary procedures for acquiring valuable data and information essential to formulating or addressing research inquiries. In the most basic form, this research design clarifies the structure of the research. By establishing relationships between distinct variables that can be quantified and applied to the entire population, the quantitative approach incorporates an inquiry system (Finnerty et al., 2013). This research uses a descriptive method, which means collecting measurable information in a quantitative way to analyze data. Quantitative methods involve gathering numerical data and using math, especially statistics, to understand a phenomenon or problem. Since our study is quantitative, the questionnaire had two parts, the first part asked about demographics, like age, gender, education, years in the current position, job role, nationality. The second part is effect perceive of political consideration in performance appraisal in employee commitment on the multicultural working environment. For political consideration in performance appraisal researcher selected twenty-four (24) questions, and for the employee commitment variable researcher selected fifteen (15) questions. The demographic questions were developed with input based on the survey's nature. In our study, the dependent variable is employee commitment with their 3-sub dimension, and the independent variable is perceived political considerations in performance appraisal. Researchers considered a multicultural working environment as the contextual condition for sampling selection.

3.2 Sampling technique

Convenience sampling is utilized during the sample selection process. In

research, convenience sampling is a prevalent non-probability sampling technique. Researchers select participants from a population in a manner that is not random, but rather by considering individuals who are easily accessible and readily available. In the case of nonprobability, elements are selected from the population according to subjective judgment as opposed to random selection. An exhaustive survey was methodically undertaken, covering various sectors including health tourism and customer service (call centers). The study specifically focused on individuals located in Istanbul city, comprising individuals of various nationalities such as Turkish, Algerian, French, Afghani, and Indian, among others. The objective of this meticulous sampling methodology was to obtain a representative and multifaceted cross-section of the population in order to facilitate the research.

3.3 Population size

The term "population," as defined by Sekaran and Bougie (2016), refers to the complete set of individuals, events, or objects of interest that a researcher wishes to examine. This population serves as the universal source from which the researcher must select a sample, and may consist of households, organizations, and individuals whose survey responses require extrapolation (Dillman, 2007, p. 42). In the context of this study, the focus is on evaluating and understanding the effect of performance appraisal politics and employee commitment among employees in multicultural working environments. For data collection, the researcher selected Istanbul city due to its recognition as the most populous and diverse city, particularly regarding the presence of international companies and cultural variety. Istanbul was deemed a suitable location for the study due to its vibrant multicultural environment, making it an ideal setting for investigating research objectives.

According to the World Population Review (2024), Istanbul is projected to host a population of approximately 16.047 million individuals, including 1.305 million foreigners legally residing in the city. These cities, with their dynamic and diverse populations, offer a rich context for exploring the perceptions of employees in multicultural settings regarding performance appraisal and employee commitment.

3.4 Sample Size Determination

The concept of sample size refers to a subset of the total population available for data collection during the sampling process, representing a proportion of the entire

population or a specific sub-collection chosen for examination. Sekaran and Bougie (2016) emphasize the importance of selecting a sample size that is sufficient and comprehensive, allowing for a satisfactory estimation of relevant population characteristics and accurate outcomes. According to the World Population Review (2024), Istanbul is projected to host a population of approximately 16.047 million individuals, including 1.305 million foreigners legally residing in the city. Due to constraints preventing the use of probability sampling, we opted to determine the sample size based on the number of questions in our questionnaire related to performance appraisal and commitment. By including only these relevant questions, we calculated a sample size five times the number of questions to ensure robustness. For this investigation, a sample size of 198 employee was selected from various organizations in Istanbul, each of which had a multinational workforce.

3.5 Data Collection

In this study, we gathered information from two types of sources: primary and secondary. We used a questionnaire to get some initial data. According to Krosnick (2018), gathering questionnaires is a vital part of research. Primary data holds significance as it involves firsthand information gathered directly by the researcher, typically through surveys and interviews. Our questionnaire was intricately designed using well-established methodologies, informed by insights gleaned from existing studies and thorough literature reviews. Each questionnaire needs to be tested in a study to make sure it works well. That's why it is important to find questionnaires from past research, analyses, literature reviews, and theses to help create a solid questionnaire.

3.6 Data collection instruments

To understand the impact of perceived political considerations in performance appraisal on employee commitment within multicultural working environments, we distributed questionnaires aimed at assessing the impact of performance appraisal on employee commitment. The interpretation of the results was conducted utilizing a five-point Likert scale. One to five marks comprise the Likert scale for ranking. In cases where one respondent strongly disagrees and five strongly concur, the professionals' expert opinion was consulted in order to ascertain the questionnaire's essence.

3.7 Data collection procedure

In this research, data was gathered from two distinct sources: primary data and secondary data. Specifically, for statistical analysis, primary data was collected through a questionnaire developed to assess the experiences of individuals working in multicultural environments in Istanbul city. The chosen data collection methodology ensured a comprehensive acquisition of information at a specific point of time. Secondary data acquired from credible sources such as academic journals and research papers, books, the websites of recognized organizations and institutions, and government publications and reports. The chosen data collecting process ensured that all relevant information was gathered at a given time. Furthermore, the researcher used quantitative measuring techniques to validate the research findings and make them easier to comprehend. To optimize efficiency and save time, the researcher utilized different methods for collecting survey responses. This approach was particularly suitable for the unique circumstances of the selected regions (Istanbul), enhancing the likelihood of achieving a substantial response rate.

3.8 Instrument Measurement

In accordance with Creswell's insights (2012), the term "operational" delineates a researcher's explicit methodological approach to defining and quantifying unique variables within a study. Measurement, within the context of research, acts as a transformative tool, converting the properties of empirical events into an assessable form. This study directs its focus toward unraveling the intricacies of the relationship between perceived political consideration in performance appraisal on employee commitment in multicultural working environments. Tizner, Latham, and Price (1996) introduced the Questionnaire of Political Consideration in Performance Appraisal (QPCPA), designed to measure individuals' perceptions of political influences within performance appraisal processes. In this study, the researcher will utilize the political considerations in performance appraisal as a means to gauge participants of appraisal politics. The original questionnaire comprised 30 items intended to assess the validation of perceived political considerations in performance appraisal. Out of 30 items we used 24 questions in our study. Similarly, the variable of employee commitment was gauged using fifteen (15) questions derived from the measurement of organizational commitment by Richard, Richard, and Lyman (1978), centered on three sub dismissal factors. For the first dependent variable, the level of (willingness

to exert considerable effort on behalf of the organization,) is measured using a three-item scale. For the second dimension of commitment variable, the level of (belief and acceptance of company goals and values) is measured by using a five-item scale. for the last dimension of dependent variable, the level of (desire to maintain membership in the organization) was measured using six item scale. The process of developing the instrument consisted of identifying 39 questions and using a 5-point Likert scale. The answer possibilities on the scale ranged from "strongly disagree" to "strongly agree." This rigorous approach not only guarantees thorough data gathering but also offers a uniform structure for respondents to articulate their perspectives and viewpoints.

3.9 Data analysis procedure

Data analysis is a systematic procedure that encompasses the validation, cleansing, scrutiny, conversion, and modeling of data with the purpose of revealing noteworthy insights, drawing conclusions, and offering assistance for decision-making. The data for this research study were analyzed using SPSS, which included doing correlation analysis and reliability tests. These statistical methods were used because they are appropriate for assessing the study's hypotheses.

3.9.1. Reliability Analysis. The initial phase in the validation process of our test involves reliability analysis, as outlined by Wells and Wollack (2003). This entails assessing the internal consistency of measurement items, specifically achieved through the computation of Cronbach's alpha reliability coefficients for both the newly established item evaluation and testing dimensions. Cronbach's alpha, a statistical measure scrutinizing internal questionnaire items, was introduced by Cronbach in 1951. Wells and Wollack (2003) state that obtaining a Cronbach's Alpha score that is almost equal to 1.00 signifies a strong degree of consistency. Internal consistency coefficients of at least 0.90 are considered required for standardized exams with important implications, whereas values of at least 0.80 or 0.85 are recommended for examinations with lesser stakes (Wells & Wollack, 2003). Lehman (2005) and Wells & Wollack (2003) advise that a reliability coefficient not drop below 0.70 in order to guarantee reliability. Building on the findings of Sekaran and Bougie (2010), it is deemed inadequate to conduct an analysis if the reliability is less than 0.60, and satisfactory if the reliability is greater than 0.80. The findings of this study, presented in Table 1, encapsulate a concise summary of the acquired reliability coefficients for the individual items.

Table 1

Summary of Reliability Coefficient

Reliability coefficient	Remarks
Less than 0.60	Poor
0.70	Acceptable
0.80	Good
0.90 and more	Excellence

Sources: (Sekaran & Bougie, 2010)

3.9.3. Descriptive Statistics Descriptive statistics analysis computes frequency, percentage, mean, and standard deviation to provide a thorough understanding of respondents' general opinions on each questionnaire item (Robert Cavana, Delahaye, & Sekaran, 2001). The selection of descriptive statistics stems from their accuracy in representing characteristics such as behavior, knowledge, views, skills, and beliefs in a particular context—a scenario, group, organization, or person.

This study follows accepted research procedures and gathers information for testing hypotheses. As was previously mentioned, descriptive statistics include the

computation of metrics like mean, median, and standard deviation, especially when working with interval data (Wen, 2006). The mean score and standard deviation are used to measure both the central tendency and variability in the distribution of values. A 5-point Likert scale is used to assess the mean ratings of variables. Lopes (2012) categorizes scores as low if they fall between 1 and 2.99, moderate if they fall between 3.00 and 4.99, and high if they fall between 5.00 and 7.00. These levels have been designated as assigned.

Table 2

Summary of Descriptive Analysis

Mean score	interpretation
1.00 – 1.99	Low
2.00 – 3.49	Moderate
3.50 – 5.00	High

Source: (Lopes, 2012)

3.10 Limitations

While conducting the research, the researcher encountered several challenges. Many companies were hesitant to share information due to their policies and the need to maintain confidentiality regarding employee details. Additionally, some respondents, particularly those with foreign nationalities, were reluctant to participate due to concerns about deportation or cancellation of work permits. Moreover, some participants lacked motivation in their jobs, experienced heightened job insecurity, and faced potential conflicts with their managers. The COVID-19 pandemic further complicated matters, making face-to-face meetings difficult and adding to the stress. Collecting data in a multicultural working environment proved to be quite challenging for the researcher.

Chapter 4

Results and Findings

4.1 Introduction

There are three sections in the current chapter. An outline of the respondents' demographic features is given in the first section. The assessment scales used in the study include psychometric qualities that are explained in the next section, with a focus on the Cronbach's Alpha Reliability Test. The third and last section presents a summary of the research hypotheses that were undertaken.

4.2 Profile of the Demographics

The demographic characteristics of the participants are crucial in elucidating the ramifications of the research outcomes. Consequently, the profiles (demographic characteristics) are presented and discussed in the current section.

Table 3

Frequency and percentage of demographic information

		Frequency	Percent	Cumulative Percent
Age	Under 20	34	17.2	17.2
	21- 25	84	42.4	59.6
	26- 30	67	33.8	93.4
	31- 35	9	4.5	98
	36-40	1	0.5	98.5
	Above 40	3	1.5	100
	Total	198	100	
What is your Nationality?	Afghan	35	17.7	17.7
	Algeria	64	32.3	50
	France	33	16.7	66.7
	Indian	7	3.5	70.2
	Italian	10	5.1	75.3
	Morocco	31	15.7	90.9
	Russian	5	2.5	93.4
	Turkey	6	3	96.5
	Others	3	1.5	98
	Ukraine	4	2	100
	Total	198	100	
	Less than 6 months	65	32.8	32.8
	6 months to 1 year	79	39.9	72.7

How long have you been working for the company?	1 to 2 years	45	22.7	95.5
	More than 2 years	9	4.5	100
	Total	198	100	
How long have you been working for the company?	1 Nationalities	27	13.6	13.6
	2 Nationalities	54	27.3	40.9
	3 Nationalities	36	18.2	59.1
	4 Nationalities	12	6.1	65.2
	5 Nationalities	20	10.1	75.3
	6 Nationalities	49	24.7	100
	Total	198	100	
What is your rank?	Junior staff	132	66.7	66.7
	Management staff	51	25.8	92.4
	Senior staff	15	7.6	100
	Total	198	100	
What is your job role?	Analysts	14	7.1	7.1
	Manager	26	13.1	20.2
	Senior Manager	24	12.1	32.3
	Specialist	9	4.5	36.9
	Team Lead	32	16.2	53
	Team member	93	47	100
	Total	198	100	

In a comprehensive survey of 198 respondents, a series of table 3 reveal key into the demographics and behaviours related political consideration in performance apprise and employee commitment. Age-wise, the majority of respondents fall into younger age range from 21 to 25 have responded maximum in this survey with 42.4% whereas, age group from 36 to 40 have contributed least to this survey i.e., 0.5 % of the whole. When it comes to nationalities, it can be seen that out of 198 participants, 64 participants have commented that they belong from Algeria with 32.3%. Then, second topmost bracket has 35 out of 198 with 17.7% depicting that these participants are from Afghan and only 3 out of 198 belong from other countries. In term of experience, it can be seen that all participants of this survey ($N = 198$) have working experiences ranging from zero to more than 2 years. Participants who have been working from 6 to 12 months have contributed maximum. It shows that 79 out of 189 participants have contributed maximum in this survey with 39.9% respectively. Most of respondent agree that they have 2 (two) nationalities in their organization which is 54 out of 198 with 27.3%. and in terms of staff it can be seen that there are three groups Nevertheless, junior staff contributed maximum in this survey with 66.7% showing 132 out of 198 whereas, senior staff have contributed minimal with 7.6%

showing 15 out of 198 only. Finally, in terms of job role, participants who are at the designation of team member have contributed maximum with 53.0% showing 32 out of 198 and participants at specialist position have contributed minimum with 4.5% showing 9 out of 198. From above given stats of multiple demographic items, it can be concluded that participants who are ranging from 21 to 25 with nationality of Afghanistan and have been working from 6 to 12 months having 2 nationalities and ranked at the position of junior staff with designation of team member have contributed maximum in this survey.

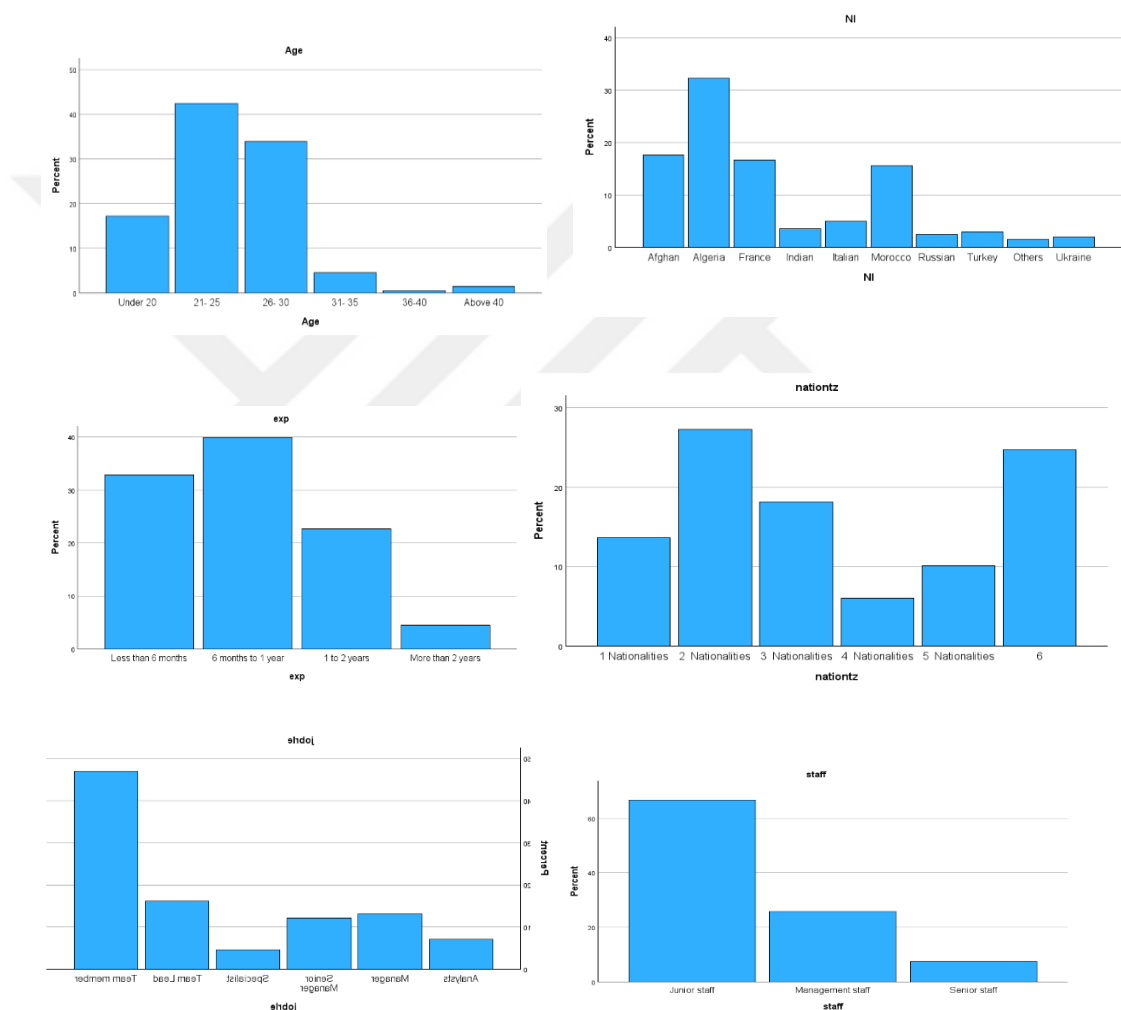


Figure 2: Series of key insights into the demographics!

(Source SPSS Software)

4.3 Case Screening

In this area of analysis, the writer has conducted the case screening using SPSS software which concluded that in the variables, there is no missing data in the Column as given in table 4 and 5 below. Moreover, it has been observed in detail that there are no errors, outliers and/or respondent misconduct for this study.

Table 4

Case Screening political consideration in Performance Appraise.

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
PCPA	198	100.0%	0	0.0%	198	100.0%

Table 5

Case Screening Employee commitment

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Employee commitment	198	100.0%	0	0.0%	198	100.0%

4.4 Descriptive Finding

Based on the results of the descriptive analysis, an overview of the respondents' perceptions of the variables was obtained in order to confirm the validity and reliability of the variables. More specifically, all measuring constructs—such as employee commitment, politic consideration in performance appraisal, and demographic profiles—were the subject of descriptive analyses. The tables below display the results. A score of greater than 3.50 was considered high, and less than 1.99 as low. Values in the range of 2.00 to 3.49 were deemed neutral or moderate by Lopes (2012).

4.4.1. Demographic Analysis of Respondents. In this portion of analysis, the writer has conducted the descriptive analysis in the table given below, value of every variable is accepted. as we see in table 6 job role has score of 4.51 is regarded as high validity and reliability. also, question related to age, nationality, how many different nationalities are working with you, has value more than 2.00 were regarded as neutral or moderate reliability and validity. question related working experience and job rank has vale less than 1.99 or regarded as low reliability.

Table 6
Demographic Analysis of Respondents

	Mean	Std. Deviation
What is your Age?	2.33	.934
What is your Nationality?	3.41	2.287
How long have you been working for the company?	1.99	.861
How many people from different nationalities are working with you?	3.46	1.821
What is your rank?	1.41	.629
What is your job role?	4.51	1.756

4.4.3. Descriptive Analysis of perceive of political consideration in performance appraisal. In the realm of descriptive analysis, the researcher embarked on a mission to gauge the magnitude of specific variables. To achieve this, the researcher employed the measures of mean and standard deviation. The goal of using these statistical methods was to measure the scope of political consideration in Performance appraisal and determine the level of employee commitment. Results in Table 12 provide descriptive analysis of political consideration in Performance appraisal in (N=198). The findings based on the information attained from the field indicate that the overall mean was (M=2.433) and standard deviation was (SD=1.131) interpreted as neutral or moderate, the study results show that the PCPA was found to be neutral or moderate amongst the employees.

Table 7*Descriptive Analysis of political consideration in Performance Appraisal*

No.	Items	Mean	Std. Deviation
PA1	Supervisors inflate performance ratings in order to maintain a positive image of their department or organization to others	2.25	1.151
PA2	Supervisors' performance ratings are affected by the extent to which employees are perceived as sharing the same basic values as they do	2.33	0.918
PA3	Supervisors' performance ratings reflect in part their personal liking or disliking of the employees	2.19	1.034
PA4	The quality of the supervisor-employee personal relationship throughout the rating period (e.g. tense-relaxed, trusting- distrusting, friendly-hostile) affects the performance rating.	2.56	1.264
PA5	Supervisors are likely to give an inflated performance rating in order to avoid negative/uncomfortable feedback sessions with their employees	2.55	1.106
PA6	Employees holding a high status-position in their organization will get a higher performance rating than is deserved	2.18	0.963
PA7	Supervisors give low performance ratings to encourage an employee to leave the organization	2.51	1.237
PA8	Supervisors give equivalent performance ratings to all their employees in order to avoid resentment and rivalries among them	2.82	1.245
PA9	Supervisors' performance ratings are determined in part by the power of the employees	2.34	1.043
PA10	Supervisors give low performance ratings to teach rebellious employee a lesson	2.33	0.991
PA11	Supervisors are giving low performance ratings because they fear that their employees will try to be transferred to another boss	2.62	1.142

PA12	Supervisors inflate performance ratings of those employees who are able to procure them special services, favors, or benefits	2.48	1.2
PA13	Supervisors inflate performance ratings of employees who have access to valuable sources of information	2.36	1.084
PA14	The performance ratings of employees are affected by their ability to inspire their enthusiasm to the supervisor who rates their performance	2.39	1.102
PA15	Supervisors give performance ratings that will make them look good to their superiors	2.45	1.186
PA16	Supervisors produce accurate performance ratings only to the extent that they perceive that they may be rewarded for doing so or penalized for failing to do so	2.36	1.089
PA17	Supervisors produce accurate performance ratings only to the extent that they perceive that this is the norm in the organization	2.37	1.206
PA18	Supervisors give low performance ratings to teach rebellious employee a lesson	2.46	1.138
PA19	In assigning ratings, supervisors conform to what they believe is the norm ('acceptable') in their organization so as to avoid disapproval by their peers	2.41	1.071
PA20	Supervisors give equivalent performance ratings to all their employees in order to avoid resentment and rivalries among them	2.59	1.242
PA21	Supervisors give accurate performance ratings only to the extent that they think they will be rewarded for doing so	2.53	1.129
PA22	Supervisors give higher performance ratings than is deserved in order to repay favors to their employees	2.28	1.188
PA23	Supervisors avoid giving a low performance rating because they fear violent behavior on the part of their employees'	2.33	1.196
PA24	The quality of the supervisor-employee personal relationship throughout the rating period	2.71	1.219
	Sum	2.433	1.131

4.4.4. Descriptive Analysis of Employee commitment

4.4.4.1 *Willingness to Exert Considerable Effort.* As shown in table 8, In regard to the initial item, which evaluates acquaintance with those who willingness to exert considerable effort, the highest score of 2.651 accompanied by a standard deviation of 1.330 suggests that participants possess a moderate level for willing to put great effort for success on the organization. In general, the data indicates that although respondents hold a moderate level of effort, inspiration, and fate, there is substantial variation in how they perceive and interact with the willingness to exert considerable effort on behalf of the organization.

Table 8

Descriptive analysis willingness to exert considerable effort.

	Items	Mean	Std. Deviation
Ec1	"I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful."	2.242	1.145
Ec2	This organization really inspires the very best in me in the way of job performance."	2.343	1.268
Ec3	"I really care about the fate of this organization."	2.651	1.330

4.4.4.2 *Belief and Acceptance of Goals and Values.* Table 9 presents all items showing moderate mean scores, ranging from 2.636 to 2.222, indicating a general but not strong belief in the acceptance of goals and values. The standard deviations, which are relatively close across all items (ranging from 1.346 to 1.085), suggest a moderate level of variability in responses, indicating that while there is a tendency towards believing in the organization goal and value, opinions are not uniform among respondents. In summary, the outcomes conveyed by Table 9 imply that employees harbor moderately positive perspectives concerning the belief and acceptance of organizational goals and values.

Table 9*Descriptive analysis of Belief and acceptance of goals and values*

Items	Mean	Std. Deviation
Ec4 I feel very little loyalty to this organization.	2.368	1.192
Ec5 I find that my values and the organization's values are very similar.	2.515	1.160
Ec6 I am extremely glad that I chose this organization to work for, over others I was considering at the time I joined.	2.636	1.286
Ec7 Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.	2.550	1.346
Ec8 For me, this is the best of all possible organizations for which to work.	2.222	1.085

4.4.4.3 *Desire to Maintain Membership in the Organization.* Table 10 presents the desire to maintain membership in the organization construct comprised of 7 items, The outputs in Table 10 display the descriptive statistics for individual items. all items show moderate mean scores, ranging from 2.853 to 2.156, indicating a general but not strong desire to maintain membership in the organization. The standard deviations, which are relatively close across all items (ranging from 1.353 to 1.085), suggest a moderate level of variability in responses, indicating that while there is a tendency towards maintaining membership, opinions are not uniform among respondents.

Table 10*Descriptive analysis desire to maintain membership in the organization.*

Items	Mean	Std. Deviation
Ec9 I talk up this organization to my friends as a great organization to work for.	2.156	1.080
Ec0 I would accept almost any type of job assignment in order to keep working for this organization.	2.515	1.160
Ec11 I am proud to tell others that I am part of this organization.	2.338	1.127

Ec12	I could just as well be working for a different organization as long as the type of work were similar	2.419	1.278
Ec13	It would take very little change in my present circumstances to cause me to leave this organization.	2.439	1.227
Ec14	There's not too much to be gained by sticking with this organization indefinitely.	2.277	1.227
Ec15	Deciding to work for this organization was a definite mistake on my part.	2.853	1.353

4.5 Exploratory Factor Analysis

Although the survey items were presented in categories. Such as perceived political consideration in performance appraisal, employee commitment (willingness to exert considerable effort, belief and acceptance of goals and values, desire to maintain membership in the organization). The purpose of the exploratory factor analysis was to find out if the items genuinely matched the same underlying structures, in general, EFA can help us in streamlining the data and identifying important themes or dimensions of attitudes and behaviors by clustering related survey items into factors.

4.5.1. Factors analysis of political consideration in performance appraisal. The Exploratory Factor Analysis (EFA) was conducted on the 24 items that measure the PCPA construct using the Principal Component extraction technique with Varimax Rotation. The results shown in Table 12 indicate that the Bartlett's Test of Sphericity is statistically significant, with a p-value less than 0.05. In addition, the Kaiser-Meyer-Olkin (KMO) measure of sample adequacy, which is 0.667, is considered outstanding since it exceeds the required threshold. These two results (significant Bartlett's Test and $KMO > .6$) indicate that the interactions between the items are sufficiently substantial to run EFA (Awang et al., 2015; Hoque et al., 2018; Noor et al., 2015).

Table 11

KMO and Bartlett's Test of political consideration in performance appraisal

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,677
Bartlett's Test of Sphericity	Approx. Chi-Square	2853,148
	Df	741
	Sig.	,000

Table 12 displays the factors and their corresponding items that have been identified using the EFA approach. All products, save for eight, have factor loadings below .5. Therefore, it is recommended to delete eight items, while retaining others that meet the minimal requirement for factor loading over .5 (Awang et al., 2015; eight et al., 2020; Yahaya et al., 2018). Hence, a total of sixteen (16) questions were selected and deemed appropriate for assessing the PCPA construct.

Table 12

Factors analysis of political consideration in performance appraisal

	Component Matrix	Factors
PA1	Supervisors inflate performance ratings in order to maintain a positive image of their department or organization to others	0,624
PA2	Supervisors' performance ratings are affected by the extent to which employees are perceived as sharing the same basic values as they do	Deleted item
PA3	Supervisors' performance ratings reflect in part their personal liking or disliking of the employees	Deleted item
PA4	The quality of the supervisor-employee personal relationship throughout the rating period (e.g. tense-relaxed, trusting- distrusting, friendly-hostile) affects the performance rating.	0,718
PA5	Supervisors are likely to give an inflated performance rating in order to avoid negative/uncomfortable feedback sessions with their employees	0,542
PA6	Employees holding a high status-position in their organization will get a higher performance rating than is deserved	0,501
PA7	Supervisors give low performance ratings to encourage an employee to leave the organization	Deleted item
PA8	Supervisors give equivalent performance ratings to all their employees in order to avoid resentment and rivalries among them	0,520

PA9	Supervisors' performance ratings are determined in part by the power of the employees	0,527
PA10	Supervisors give low performance ratings to teach rebellious employee a lesson	Deleted item
PA11	Supervisors are giving low performance ratings because they fear that their employees will try to be transferred to another boss	0,504
PA12	Supervisors inflate performance ratings of those employees who are able to procure them special services, favors, or benefits	0,641
PA13	Supervisors inflate performance ratings of employees who have access to valuable sources of information	Deleted item
PA14	The performance ratings of employees are affected by their ability to inspire their enthusiasm to the supervisor who rates their performance	0,717
PA15	Supervisors give performance ratings that will make them look good to their superiors	0,542
PA16	Supervisors produce accurate performance ratings only to the extent that they perceive that they may be rewarded for doing so or penalized for failing to do so	Deleted item
PA17	Supervisors produce accurate performance ratings only to the extent that they perceive that this is the norm in the organization	0,751
PA18	Supervisors give low performance ratings to teach rebellious employee a lesson	0,634
PA19	In assigning ratings, supervisors conform to what they believe is the norm ('acceptable') in their organization so as to avoid disapproval by their peers	0,578
PA20	Supervisors give equivalent performance ratings to all their employees in order to avoid resentment and rivalries among them	0,655

PA21	Supervisors give accurate performance ratings only to the extent that they think they will be rewarded for doing so	Deleted item
PA22	Supervisors give higher performance ratings than is deserved in order to repay favors to their employees	Deleted item
PA23	Supervisors avoid giving a low performance rating because they fear violent behavior on the part of their employees'	0,613
PA24	The quality of the supervisor-employee personal relationship throughout the rating period	0,616

4.5.1 Factors analysis of Employee commitment. The EFA was conducted on the 15 items that measure employee commitment and its sub-dimensions using the Principal Component extraction technique with Varimax Rotation. The results shown in Table 14 indicate that the Bartlett's Test of Sphericity is statistically significant (P-Value < .05). In addition, the Kaiser-Meyer-Olkin (KMO) measure of sample adequacy, which is .740, is considered good since it exceeds the required threshold value. These two results (Bartlett's test is significant, and KMO > .6) indicate that the interactions between items are sufficiently big to do EFA (Awang et al., 2015; Ehido, Awang, Halim, & Ibeabuchi, 2020; Hoque, Siddiqui, Awang, & Baharu, 2018; Noor, Aziz, Mostapa, & Awang, 2015).

Table 13

KMO and Bartlett's Test of Employee commitment

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,740
Bartlett's Test of Sphericity	Approx. Chi-Square	578,768
	Df	105
	Sig.	,000

Factor analyses were done, and the findings rotated in order to investigate the homogeneity of the Employee commitment items further. These analyses' findings for the research that employed the 15-item scale with three sub dimensions are published, together with the findings for the studies demonstrate the nine items. component matrix scores that are more than 0.5 are recognized and kept. As you can see in Tables 15, 16, 17.

Table 14*Factors analysis willingness to exert considerable effort.*

	Component Matrix	Factors
Ec1	"I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful."	Deleted Item
Ec2	This organization really inspires the very best in me in the way of job performance."	.763
Ec3	"I really care about the fate of this organization."	.779

Table 15*Factors analysis belief and acceptance of goals and values*

	Component Matrix	Factors
Ec4	I feel very little loyalty to this organization.	.824
Ec5	I find that my values and the organization's values are very similar	.714
Ec6	I am extremely glad that I chose this organization to work for, over others I was considering at the time I joined.	Deleted item
Ec7	Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.	Deleted Item
Ec8	For me, this is the best of all possible organizations for which to work.	.725

Table 16*Factors analysis desire to maintain membership in the organization.*

	Component Matrix	Factors
Ec9	"I talk up this organization to my friends as a great organization to work for.	.706
Ec10	I would accept almost any type of job assignment in order to keep working for this organization.	.662
Ec11	I am proud to tell others that I am part of this organization.	.605
Ec12	I could just as well be working for a different organization as long as the type of work were similar	Deleted item

Ec13	It would take very little change in my present circumstances to cause me to leave this organization.	Deleted item
Ec14	There's not too much to be gained by sticking with this organization indefinitely.	Deleted item
Ec15	Deciding to work for this organization was a definite mistake on my part."	.820

4.6 Reliability Analysis

Lee Cronbach (1951) introduced Cronbach's Alpha as a metric for gauging reliability or internal consistency. The term "reliability" in this context denotes the extent to which a test accurately measures its intended construct—a fundamental criterion for assessing alpha in Likert scale applications.

The following ranges offer insights into the interpretation of alpha values:

- $\alpha > 0.90$: Highly reliable data.
- $0.90 > \alpha > 0.80$: Indicates good data reliability.
- $0.80 > \alpha > 0.70$: Suggests reasonably reliable data.
- $0.70 > \alpha > 0.60$: Implies that the data raises suspicions regarding reliability.
- $0.60 > \alpha > 0.50$: Points to data with weak reliability.
- $0.50 > \alpha$: Signifie.

Typically, a score higher than 0.6 is considered acceptable, as summarized in the accompanying table.

Table 17

Reliability of Variable

	Cronbach's Alpha	N
Political consideration in performance appraisal	.730	16
Willingness exerts considerable Effort	0.507	2
Desire to Maintain membership	0.708	4
Belief and acceptance goal and value	0.668	3

The examination of the variables originating from the, the reliability analysis of the variables derived from the multicultural working environment data is displayed in table 18. Based on the data presented in the table, it is apparent that the cronbach's

alpha coefficient for the political consideration in performance appraisal variable is 0.730. This value suggests reasonably reliable data. Willingness exerts considerable effort variable receives a lower score of 0.507, indicating that week reliability of the questionnaire. The construct Desire to maintain membership which has a coefficient of 0.708, indicates reasonably reliable data. The last variable which is belief and acceptance goal and value of organization received the score of 0.668. In summary, the reliability analysis underscores the robustness of the data derived from the multicultural working environment variables. The heightened cronbach's alpha coefficient for political consideration in performance appraisal and the moderately elevated coefficient for maintain membership collectively affirm the internal reliability of these constructs.

4.7 Correlations Analysis

The correlation coefficient quantifies the degree of association between dependent and independent variables. The letter (r) symbolizes the correlation, which may vary from +1 to -1. A correlation coefficient of +1 implies a very positive link, whereas a correlation coefficient of -1 suggests a highly negative relationship between variables X and Y. A value of 0 indicates a lack of correlation between the dependent and independent variable(s). (Saunders, Lewis & Thornhill, 2009)

Table 18

<i>Pearson Correlation</i>		1	2	3	4
1. Political consideration in performance appraisal	Pearson	1			
	Correlation Sig. (2-tailed)	.000			
2. Belief and acceptance goal and value	Pearson	.342**			
	Correlation Sig. (2-tailed)	.000			
3. Desire to Maintain membership	Pearson	.400**	.308**		
	Correlation Sig. (2-tailed)	.000	.000		
4. <i>Willingness exerts considerable Effort</i>	Pearson	.346**	.487**	.274**	
	Correlation Sig. (2-tailed)	.000	.000	.000	

***Correlation is significant at the 0.01 level, **Correlation is significant at the 0.05 level**

all the correlation coefficients presented in the table pertaining to both positive and statistically significant. Specifically, there were positive and statistically significant correlation observed between political consideration in performance appraisal (an independent variable) and belief and acceptance goal and value, desire to maintain membership, Willingness exerts considerable Effort (dependent variable), the results indicate that all of the independent variables exhibited a positive correlation of at least 0.01. The coefficients exhibit a range of 0.487 to 0.274, indicating that the positive correlations between these constructs. It is worth mentioning that PCPA exhibits substantial positive correlations with every other construct, with the strongest correlation (0.400) being with desire to maintain membership, this suggests that PCPA enhances employee commitment in multicultural working environment.

4.8 Regression Analysis

The Effect PCPA in the sub dimension of Employee commitment

Table 19

The regression analysis of PCPA on willingness to exert considerable effort.

R	R2	Adjusted R2	F	Level of Significance
0.3461	0.119	0.115	26.68	.000
Standardized Beta			t	
PCPA	0.346	3.369	0.0009	

Dependent variable: exert considerable effort. Independent variable: PCPA

The above table shows that the political consideration in performance appraisal had a significant positive effect on willingness to exert considerable effort (Beta: 0.346, Significance: 0.009). The PCPA explained .115 of the variances of individual's willingness to exert considerable effort.

Table 20

The regression analysis of PCPA on desire to maintain membership in the organization.

R	R2	Adjusted R2	F	Level of Significance
0.400	0.160	0.156	37.358	.000
Standardized Beta			t	
PCPA	0.400	4.108	.000	

Dependent variable: desire to maintain membership in the organization. independent variable: PCPA

Political consideration in performance appraise was found to have a significant positive effect on desire to maintain membership in the organization. (Beta: 0.400, Significance: 0.00). PCPA explained 0.156 of the variances of the desire to maintain membership in the organization.

Table 21

The regression analysis of PCPA on belief and acceptance of goals and values

R	R2	Adjusted R2	F	Level of Significance
0.342	0.117	0.112	25.876	.000
	Standardized Beta		t	
	0.342		3.957	.000

Dependent variable: Belief and acceptance goal and value of organization. independent variable: PCPA

Political consideration in performance appraise was found to have a significant positive effect on belief and acceptance of goal and value in the organization (Beta: 0.342, Significance: 0.000). appraisal explained .112 of the variances of belief and acceptance of goal and value.

4.9 Result of Hypothesis

For the purpose of hypothesis testing the researcher has used the data output of the regression analysis based on tables 20,21,22.

Hypothesis 1:

Perceived political consideration in performance appraisal negatively affects employee willingness to exert effort in the organization.

As shown in the in the first hypothesis mentioned above, the researcher established relationship amongst PCPA and willingness to exert effort in the organization. As illustrated in the above given table 20 the beta value is given as (Beta: 0.346, Significance: 0.009). As a result, from the given values of beta is positive and significance it has been shown that H1 is rejected.

Hypothesis 2:

Perceived political consideration in performance appraisal negatively affects employee desire to maintain membership.

In the second hypothesis mentioned above the researcher illustrated the relationship between PCPA and desire to maintain membership in the organization. As elaborated in the results of regression analysis in table 21, the value is (Beta: 0.400, Significance:

0.00). Which elaborates that PCPA has a positive relation to desire to maintain membership, as a result of the given values the H2 hypothesis is Rejected.

Hypothesis 3

Perceived political consideration in performance appraisal negatively affects belief and acceptance of organization goals and values.

In The above-mentioned hypothesis 3 where the political consideration in performance appraisal and acceptance of organizational goal and value was examined by the researcher. As the analysis illustrated in table 21, the value of Beta for acceptance of organizational goal and value is indicated as (Beta: 0.342, Significance: 0.000) As a result of the given values the H3 hypothesis is Rejected.

Table 22

Summary of Hypothesis

The Hypotheses	Result
H1	Perceived political consideration in performance appraisal negatively effects employee willingness to exert effort. Rejected
H2	Perceived political consideration in performance appraisal negatively effects employee desire to maintain membership Rejected
H3	Perceived political consideration in performance appraisal negatively affects belief and acceptance of organization goals and values. Rejected

4.10 Conclusion of chapter four

In this chapter, the hypotheses that were introduced and proposed in Chapter 3 are examined in detail. Relevant analyses for the study, including descriptive analysis, validity and reliability assessment, and frequency table EFA, were conducted using SPSS. In order to investigate the goodness-of-fit indices and validate the relationship between employee commitment and the perception of political considerations in performance appraisal, this chapter also included illustrations of the hypothesized model.

Chapter 5

Discussing and conclusions

5.1 Discussion of Findings for Research Question

The aim of this study is to assess the impact of perceived political considerations in performance appraisal and employee commitment in a multicultural working environment. The study aims to explore how issues such as prejudice, favoritism, or other perceived injustices in performance appraisal methods effect employee commitment across three dimensions: willingness to exert considerable effort, desire to maintain membership, and belief and acceptance of the organization's goals and values.

The primary information needed for this study was acquired via structured questionnaires, with a total of 39 items in the survey. The instrument (structured questionnaires) was adapted from two previous relevant studies to measure all variables in the investigation. To pick responders from each stratum, a convenience sampling technique was used. Specifically, 198 questionnaires were sent to the sampled employees in a multicultural work environment. Thus, 198 surveys are analyzed using the statistical software for social sciences (SPSS version 26). In order to get actual information, a thorough survey was conducted among staff members from human resources management, administration, and sales representatives of customer care companies. The primary data obtained from the questionnaire indicated that 39.5% of the respondents had six up to a year of experience, although the majority of the respondents were young workers in the 21–30 age range. Remarkably, most respondents admit to working in a workplace with diversity that includes more than two nationalities, and a sizable percentage (66%) hold roles as junior staff members.

In this study, descriptive analysis, factor analysis, correlation analysis, and regression analysis were used. The study's descriptive finding revealed that, in general, employees had a moderate level of perception of performance appraisal politics. The level of employee commitment with their 3 sub dimensions is also moderate. A validity and reliability test were also performed to ensure the accuracy and reliability of the items used. Furthermore, to quantify the relationship or strength between the independent variable (political consideration in performance appraisal) and the dependent variables (willingness to exert considerable effort, belief and acceptance of organizational goals and values, and desire to maintain membership in the

organization), the researcher used SPSS to calculate the Pearson correlation coefficient, also known as Pearson's r-value, the findings suggested that the study's independent variables had an positive relationship with all the dependent variable of the study. Furthermore, regression analysis was utilized, with a linear regression model conducted through SPSS to see if the selected independent factors affected employee commitment and test the hypotheses chosen for this study. The findings showed R-value of (.346), (.400), (.342), which is positive, as well as a Sig value of (0.000). A simple regression analysis revealed that political consideration of performance appraisal procedure had a positive and significant impact on employee commitment.

5.2 Conclusion

The purpose of this study was to investigate the impact of perceived political consideration in performance appraisal on various aspects of employee commitment in a multicultural working environment. Vigoda's (2007) research emphasized that the absence of fairness in organizational procedures, particularly in performance evaluation, is a significant driver of heightened perceptions of organizational politics. Consequently, this has an adverse impact on both organizational performance and employees' attitudes towards their work and the organization itself. Specifically, an increased perception of organizational politics is linked to lower levels of employee job satisfaction and organizational commitment. Furthermore, Jones (2015) described political performance appraisal as an appraisal process influenced by subjective judgments rooted in personal biases, power dynamics, and organizational politics. This susceptibility to bias may lead to unfair assessments, ultimately undermining the effectiveness of the appraisal process. Similarly, Vroom (1964) proposed Expectancy Theory, suggesting that individuals' motivation relies on their expectations of outcomes. In the context of performance appraisal politics, employees may perceive factors like favoritism as distorting the relationship between their performance and outcomes, resulting in demotivation and decreased organizational commitment.

Surprisingly, the regression analysis of this study yielded unexpected results, contradicting the initially hypothesized associations. Contrary to expectations, the analysis unveiled significant and positive impact between perceived political considerations and employee willingness to exert effort, desire to maintain membership, and belief and acceptance of organizational goals and values. This discrepancy from existing literature may be attributed to various factors, such as the

organization's internal political climate, potentially influencing employees to withhold candid responses during the survey. Furthermore, it is possible that respondent biases, such as desirability and extreme response bias, played a role in the formation of these discrepancies. Additionally, certain respondents, especially those of foreign nationality, might have hesitated to provide honest responses to the survey due to concerns about potential consequences such as deportation or the cancellation of work permits. Moreover, individuals grappling with job insecurity might have refrained from disclosing their actual experiences. Furthermore, methodological constraints, encompassing issues related to variable measurement and sample demographics, could have impacted the study's outcomes. Additionally, it is crucial to acknowledge the significance of the survey's context in Istanbul, recognized for its complex political landscape and anti-refugee sentiments (Jones, 2019; Ahmed & Patel, 2018). Understanding these socio-political dynamics is crucial for comprehensively interpreting the survey results and steering future research endeavors.

5.3 Recommendation

Following, an essential suggestion is made to organizations looking to maximize their performance management strategies and foster a highly committed employees, based on the solid findings and thorough analysis carried out in this thesis on the relationship between performance appraisal and employee commitment in a multicultural working environment.

Promote fairness and transparency in performance appraisal, organizations should strive to ensure that performance appraisal processes are conducted in a fair and transparent manner, free from biases or perceptions of favoritism. This can be achieved by providing clear criteria for evaluation, offering training to managers on unbiased assessment techniques, and implementing mechanisms for employees to provide feedback on the appraisal process.

Training in cultural sensitivity, in light of the heterogeneous composition of multicultural work environments, it is prudent for organizations to allocate resources towards providing cultural sensitivity training for employees and managers alike. This training has the potential to enhance individuals' comprehension and admiration of cultural distinctions, thereby fostering improved communication, collaboration, and cooperation.

Customize performance appraisal procedures: recognizing that one-size-fits-all

approaches may not be appropriate for multicultural workplaces, firms may explore tailoring performance evaluation procedures to accommodate cultural variances. This may entail tailoring assessment criteria, communication techniques, and feedback processes to reflect the cultural norms and values of various workforce groups. Encourage employee involvement. Employees should be actively involved in the performance review process, providing feedback on goal setting, performance objectives, and growth possibilities. This interactive method can boost employee buy-in and dedication to the organization's goals.

Organizations should celebrate diversity and inclusion as strengths, recognizing the unique perspectives and contributions of employees from different cultural backgrounds. Creating a supportive and inclusive work environment where all employees feel valued and respected can enhance employee commitment and organizational performance.

5.4 Future scope of the Study

The study's findings suggest potential fields for future research on performance appraisal and employee commitment in multicultural work environments. First, there is a need for more research into the complicated interaction between perceived political influences in performance appraisal and employee commitment. Furthermore, future research might look at interventions to address the influence of organizational politics on employee attitudes and actions, with an emphasis on ways to enhance fairness and openness in performance appraisal procedures. It's important to note that our findings are based on specific assumptions and limitations, providing opportunities for future researchers to expand and refine our understanding of these dynamics through diverse methodologies and interdisciplinary insights.

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APPENDICES