



Unlocking the Black box of Fairness Perceptions and Employee Satisfaction: Mediating Effect of Perceived Rating Accuracy

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Abstract

The goal of this study is to look at the relationship between organizational justice and employee satisfaction with mediating role of perceived rating accuracy. The current literature developed the understanding among the Islamic banking sectors on how to improve employees' satisfaction with system and supervisor, through understanding the mediating role of perceived rating accuracy, and the relationship between organizational justice and employee satisfaction. For this research, non-probability convenience sampling is used, and a cross-sectional strategy is adopted to carry out a quantitative research approach. So, online surveys approach i.e. five point Likert scale questionnaires are used to collect primary data from employees at Islamic banking branches in Bahawalpur region, Pakistan.

The paper suggests numerous additions to the literature by integrating organizational justice theory into the social context of performance appraisal reactions. This research has practical relevance for human resource development because it offers human resource practitioners advice on how to improve the perceived justice of the performance appraisal system. The research helps to banking sector how they enhance their employee satisfaction by giving them fairness perception. The paper proposes a theoretical framework for defining the employee satisfaction and determining the factors that are significant in affecting the employee reactions towards performance appraisal in the Islamic banking employee of Pakistan.

1 INTRODUCTION

From the Fairness perception point of view, every employee in the organization wants fairness during the process of performance appraisal (PA) (Hameed et al., 2019). Organizational managers (including human resource managers) in both public and private organizations have to find innovative techniques to enhance or strengthen organizational fairness, employee satisfaction (Edezaro, 2022). In Pakistan, there has been a significant gap in the development and implementation of human resource management (HRM) techniques, and HRM approaches are still in their infancy (Kumar et al., 2019). Employee performance appraisal in Pakistani government organizations at all levels has remained a major issue (Bashir et al., 2021). Furthermore, to understand the significance of ratee views of fairness and accuracy, most of those findings were published in Journal of Applied Psychology (JAP). Employees who distrust their supervisors, on the other hand, are more exposed to perceive injustice (Adeel et al., 2018). This study proposes to investigate the relationship between organizational justice and employee satisfaction in Pakistan's Islamic banking industry, with perceived rating accuracy serving as a mediating factor. The Government of Pakistan's (GOP) has shown a significant commitment to the growth of Islamic financing in the nation (Hossin et al., 2020). This research developed the understanding among the Islamic banking sectors on how to improve employees' satisfaction with system and supervisor, through understanding the mediating role of perceived rating accuracy, and the relationship between organizational justice and employee satisfaction. The research helps to banking sector how they enhance their employee satisfaction by giving them fairness perception. It is also important for HRD how to utilize these justice dimensions when organization facing performance appraisal issues. It contributes to understanding the actual emotions of the employee so that strategic and tactical reforms can be implemented by providing beneficial strategies to boost their level of satisfaction (Pantha & Bhusal, 2020).

Since the late 1880s, the performance review process has been a defining feature of the workplace. Thibaut and Walker presented the focus on performance appraisal and the increasing effect of organizational justice in the mid-1970s'. Their study concentrated on procedural fairness in conflict resolution. The Effective Performance Appraisal literature has grown over the previous three decades, incorporating scientific findings supporting their capability of measuring benchmarks. Furthermore, as the focus of PA shifts from cognitive to social, ratee reactions to PA purposes are viewed as crucial in judging the efficacy of a performance appraisal system (Selvarajan et al., 2018). As the 1980s progressed, most of the studies on the performance appraisal process started to evolve toward organizational justice. According to Landy and Farris (1980), the appraiser is in charge of acquiring, analyzing, and processing information; performance appraisals must take into account the interpersonal interaction between the rater and ratee (Murphy, 2020).

According to Khan and Mirza, (2013), despite the fact that the government has made numerous efforts to establish an successful appraisal system but employees remain dissatisfied with the appraisal process. Since 1947, employees in public sectors are extremely unsatisfied with the current annual performance review system (Maharvi, 2014). In addition, past studies show that, for some years, Pakistan's banking sector has been undergoing significant upheaval (Kumar et al., 2018). Not only has the number of new entries boosted rivalry among banks, but the economic situation, political instability, and energy problems have all had an impact on this business, and the banking sector is seeing a fast transformation (Hunjra et al., 2010). Employee satisfaction is made up of numerous components, the most important of which is evaluative and it is the overall reaction of employees to the organization i.e. likes and dislikes in the organization (Utomo, 2020). All human resource operations, including the appraisal

process, rely on fairness perceptions (Jawahar, 2007).

Employees are unsatisfied with the performance appraisal process and appraisal reactions are crucial to a performance appraisal system's overall success (Pichler et al., 2020). Employees who are dissatisfied with their jobs reduce organizational efficiency (Edezaro, 2022; Rasheed et al., 2020). Human resource (HR) managers find it challenging to settle employee issues and enhance employee satisfaction with performance ratings. A dearth of such satisfaction would result from a lack of job satisfaction and performance. However, strategic interests in the performance appraisal system (PAS) are probably to increase the effectiveness and practicality of Performance Appraisal (Iqbal et al., 2019; Reio & Ghosh, 2009). Whenever a Performance Management System (PMS), is observed as equitable, employees' positive reactions and outcomes ensue according to Brown et al. (2019). The present study focuses on evaluate organizational fairness with mediating role of perceived rating accuracy while conducting employee satisfaction with system and employee satisfaction with supervisor, for the Islamic banking employee by addressing the gap according to (Edezaro, 2022; Pichler et al., 2020). Therefore, this study will be guided by the research objectives listed below:

Objective1: To investigate the effect of organizational justice on employee satisfaction with the appraisal system

Objective2: To investigate the effect of organizational justice on employee's satisfaction with the supervisor

Objective3: To access the impact of organizational Justice with rating accuracy that improves employee satisfaction with the appraisal system

Objective4: To access the impact of organizational justice with rating accuracy to improve employee satisfaction with supervisor

2 LITERATURE REVIEW

Perceived fairness refers to any aspect of the environment that individuals or groups perceive to be fair in comparison to previous norms or standards. Impressions of fairness in an organizational environment are referred to as organizational justice, which is described as "perceived adherence to standards that represent appropriateness in decision situations" (Bankins et al., 2022). For example, a banking employee's inputs may include utilizing his or her skills and providing high-quality customer service, while the outputs he or she expects from the organization are level of income, acknowledgement, empowering, and recognition. The imbalance between the inputs that the banking organization expects and the outputs that the banking employee expects is critical to realize, as any imbalance between these two, particularly due to perceived unfairness of employees, may cause employee dissatisfaction (Rasheed et al., 2020). Previous studies discovered a favorable association between organizational fairness and employee satisfaction (Hasan Ali Al-Zu'bi, 2010; Mashi, 2018). Employees who are comfortable with their organization are more inclined than dissatisfied employees to engage in unilateral actions that benefit the organization (ADIL KHAN, 2021; Sitorus et al., 2021).

We are convinced that aligning PA goals to the ratee responses classified in Greenberg's taxonomy will assist businesses in at least two ways. It is projected to do two things: first, it will open the way for combining PA significance with PA justice; and second, it will promote balance between conflicting values at both the organizational and individual levels (Iqbal et al., 2019). Employees usually seek a fair approach when it comes to evaluating their performance, according to decades of research on organizational justice (Kim and Park, 2017). According to Othman (2014), an evaluator's trustworthiness is tied to the satisfaction to PA system (Elangovan & Rajendran, 2020). Furthermore, the study indicates that ratee satisfaction with the rating method is connected to perceptions of administrative PA. Yet, this finding has received little attention from the researchers. Furthermore, administrative goals had a substantial influence on ratee contentment, with one factor being the rating technique (Iqbal et

al., 2019). Ferguson (1947) developed evaluation criteria using peers, supervisors, and subordinates as early as the 1940s, but he did not gather performance scores from all three sources. Springer (1953) is the first JAP paper to question directly if “supervisory employees and coworkers agree in their ratings.” Study results shows i.e. there are only a few positive connections between peer and supervisor assessments of the same variables, and they established the pattern for almost every future study comparing evaluations from diverse sources, although this did not deter additional research on the agreement (Denisi & Murphy, 2017; Murphy, 2020). However, personal feedback is the area where employees are least satisfied (Rodrigues et al., 2018). Furthermore, offering proper personal feedback is a common challenge in many workplaces (Bu, 2021). Whenever an employee is committed, the efficacy of overall organizational resources and potential is increased (Utomo, 2020).

Employee reactions are influenced by organizational fairness, and employee reactions influence employee performance. Performance is the true intent displayed by each individual as an expression of work generated by employees according to their position in the organization (Sitorus et al., 2021). Thus, Human Resources (HR) is the substantial part of a company's ability to conduct business and the organizational members must work toward a common aim (Niati et al., 2021). Employees are more inclined to participate in good employee behaviors when they are satisfied with their assessments (Kuvaas, 2006). Performance appraisal fairness and performance assessment satisfaction are the two most commonly considered performance appraisal reactions (Maharvi, 2014).

Most of the performance appraisal studies published in JAP are mostly focused on measuring the accuracy of performance ratings (Denisi & Murphy, 2017). The "Accuracy of Ratings" indicator indicated ratings equity perceptions (Thurston, 2001). Thus, items included in the “Accuracy of Ratings” scale contain “My performance rating is based on how well I do my work”, “My most recent performance rating is based on the effort I put into the job.” Despite the assumption that fairness is essential to evaluations and the evaluation process, there is insufficient data to support this claim (Jawahar, 2007). The interaction between the social context of the appraisal system and reactions of employees is a constant concern for appraisal investigators (Iqbal et al., 2019).

An efficient performance management system should also be compatible with the human resource management system of the firm. Therefore, organizational fairness may encourage workers to accept choices made following HR interventions such as performance appraisal (Ullah et al., 2021). In general, PM may be characterized as “identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization” (Aguinis, 2013, pp. 2-3). In the organismal setting, justice refers to perceptions of fairness at work (Khaola & Musiiwa, 2021). Employee perceptions of fairness, equity, openness, and the rule of law are closely linked to justice. People are more likely to react or respond positively/negatively to circumstances grounded on whether or not they believe justice has been served (Edezaro, 2022). Employees will have a favorable perception toward the organization's management procedures if they get insight into fresh information (Utomo, 2020). Many studies show that fairness perceptions of appraisal “(distributive fairness, procedural fairness, interpersonal fairness, and informational fairness)” are linked to satisfaction of employees, which is a prime foundation off effectiveness (Ibeogu & Ozturen, 2015; Maharvi, 2014).

The performance evaluation process is substantial human resources issues in today's competitive environment, with a tendency toward rejecting conventional employee performance reviews (Kenny, 2016). Fairness perceptions are crucial in all HR activities, including selection, performance appraisal, and remuneration, but especially in the performance appraisal process (Ibeogu & Ozturen, 2015; Jawahar, 2007). Fairness perceptions can be purposefully utilized as a key work component to improve employee behaviors and

performance (Qureshi et al., 2018). Researchers ought to solve frustration and unfair PM outcomes by modifying PA system (Pulakos et al., 2015; Steelman & Williams, 2019). According to the findings of Setia and Ariani, performance appraisal fairness and employee satisfaction has strong relationship (Setiawati & Dwi Ariani, 2020).

2.1 Theoretical Framework

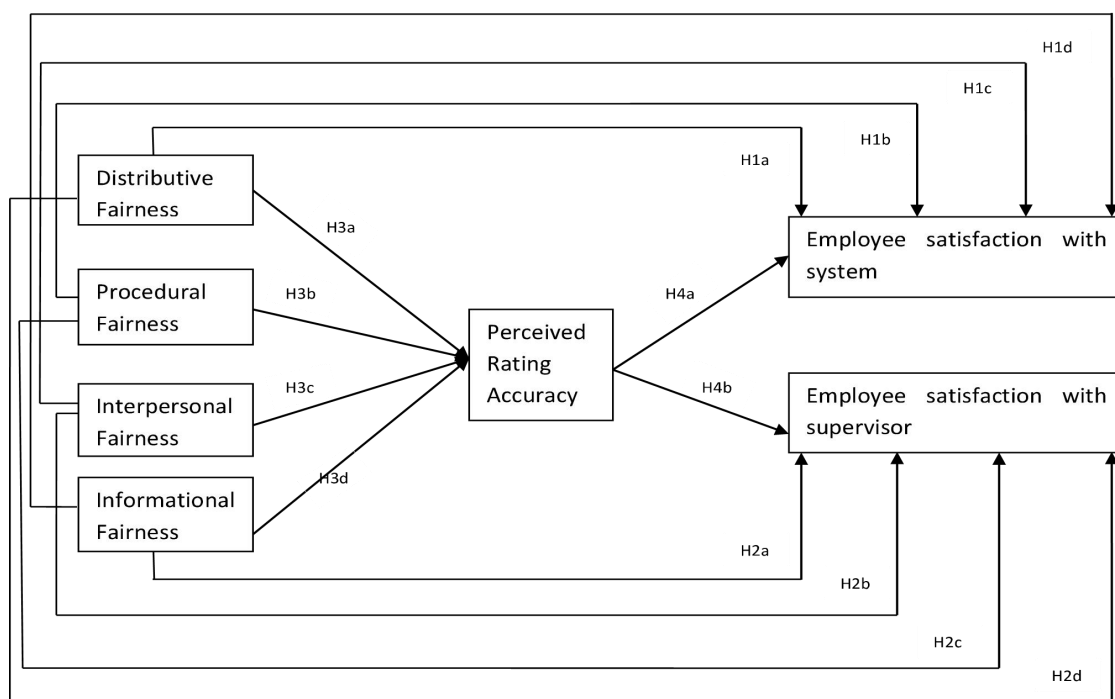
Greenberg's notion, first published in 1987, defines workers' "judgment" or appraisal of the organization's actions, which determines the employees' reaction behavior or attitude (Greenberg, 1987). "Justice" is a notion that determines if a choice is morally, ethically, religiously, and/or spiritually correct. In the corporate setting, justice refers to perceptions of workplace justice (Khaola & Musiiwa, 2021). Through employment fairness perspectives by using the phrase "organizational justice" and to illustrate the relationship between PA aims and successful performance evaluation, use expectation theory (Vroom, 1964). Greenberg's taxonomy of Justice presented various elements of a fair system and Greenberg's theory is alienated into three parts: Distributive fairness, Procedural fairness, and Interactional fairness. (Greenberg, 1987). A fourth element was later added by Colquitt et al., 2001. In the context of an organization, justice is described as focusing on the origins and repercussions of perceptions (Colquitt et al., 2001). There are four components to organizational justice: distributive, procedural, interpersonal and informational and each of these aspects of justice strives for fairness and equity (Edezaro, 2022).

Employees' judgements of great distributive justice predict their contentment with the system. As Haque (2012) defined distributive justice as "right performance linked to the right reward" similar to how performance evaluation results can be linked to distributive justice (Jacobs et al., 2014). According to Bakhshi et al., (2009), distributive justice is the process of distributing the outcomes of activities (rewards) to members of an organization. The results of organizational job satisfaction are higher the greater the working environment is. It is due to distributive fairness, which is connected to the benefits that the firm provides its employees (K. R. Memon & Ghani, 2021; Sitorus et al., 2021; Utomo, 2020). We are convinced that aligning PA goals to the ratee responses classified in Greenberg's taxonomy will assist organizations. It is projected to do two things: first, it will open the way for combining PA significance with PA justice; and second, it will promote balance between conflicting values at both the organizational and individual levels (Iqbal et al., 2019). Exogenous variables utilized to define the employee's perceived accuracy of PA (Ullah et al., 2021).

Following that, theory and research on appraisal reactions and fairness judgments are explored in order to generate particular hypotheses.

The proposed theoretical model can also be understood with the help of the figure 1:

Figure 1: Theoretical Framework



2.1.1 Distributive fairness

Distributive justice is a method of distributing the outputs of actions and incentives to workers within an organization (Utomo, 2020). Similarly, the origins of distributive justice is from Adams equity theory, which defined this sort of justice as fairness in deciding results, and it can be felt when individuals' contributions and energy can be aligned with the outputs or rewards (Adeel et al., 2018; Amilin et al., 2018; Edezar, 2022; Hess & Ambrose, 2002).

According to Tamta and Rao (2017), distributive, procedural, and interactional justice all have a favorable effect on employee satisfaction. Organizational justice can boost employee trust in the organization, and fairness boosts employee job satisfaction. Distributive justice, which is linked to the outcomes received by an individual from the organization (Utomo, 2020). It is a positive indicator when members of an organization have optimistic reactions about distributive (Dawwas, 2022). People care about the fairness of outcomes, according to research on distributive justice (Greenberg, 1987; Jawahar, 2007; Maharvi, 2014). Employees' perception of high distributive fairness with perceived rating accuracy as a mediator predict employee satisfaction (Bizzi, 2018).

H1a: There is a positive relationship between Distributive Fairness and Employee satisfaction with the system.

H2a: There is a positive relationship between Distributive Fairness and Employee satisfaction with Supervisor.

H3a: There is a mediating role of Perceived rating accuracy between Distributive Fairness and Employee satisfaction with system.

H4a: There is a mediating role of Perceived rating accuracy between Distributive Fairness and Employee satisfaction with supervisor.

2.1.2 Procedural fairness

Procedural fairness states that impressions of procedural fairness grow when procedures are adopted to make fair decisions (Maharvi, 2014). The fairness of how and by whom decisions

are made is central to procedural justice (Martin et al., 2015). Emotions and attitudes are influenced by procedural fairness judgements, having significant implications for subjective well-being and people's behaviour, particularly in group settings (Ruano-Chamorro et al., 2022).

Performance evaluation systems that use fair approaches are more likely to satisfy ratees. It is a positive indicator when members of an organization have optimistic reactions about procedural justice (Dawwas, 2022). Satisfaction with the appraisal system is most likely linked to judgments of procedural fairness (Jawahar, 2007). Procedural justice is decided by procedures, regulations, and processes in organizational decisions (Saima, 2013). The amount of fairness in the organizational policy-making process influences satisfaction, and procedural justice highlights the company's operational rules (Utomo, 2020). Procedural fairness states that impressions of procedural fairness grow when procedures are adopted to make fair decisions (Maharvi, 2014). Colquitt et al. (2001) defined Everyone's impressions of the procedure that establishes pay fairness are referred to as procedural justice (K. R. Memon & Ghani, 2021; Nazir Haider Shah , Nadia Nazir, Mahek Arshad, 2021). Thus, procedural justice focuses more on the company's operational rules (K. R. Memon & Ghani, 2021; Utomo, 2020). However, perception of high procedural fairness with perceived rating accuracy as a mediator will positively predict their perceptions of employee satisfaction with supervisor (Maharvi, 2014). Employees' positive opinion toward PA outcomes is enhanced by their view of procedural justice, i.e. expectations, a fair rating, and the appraiser's equitable and proficient methodology will produce better viewpoint of performance appraisal among employees (Ullah et al., 2021). Procedural fairness will positively predict their perceptions of employee satisfaction with the supervisor (Jawahar, 2007). It pertains to employees' perception of high procedural fairness with perceived rating accuracy as a mediator predict employee satisfaction (Fesharaki & Saied, 2017; Iqbal et al., 2019).

H1b: There is a positive relationship between Procedural Fairness and Employee satisfaction with the system.

H2b: There is a positive relationship between Procedural Fairness and Employee satisfaction with Supervisor.

H3b: There is a mediating role of Perceived rating accuracy between procedural Fairness and Employee satisfaction with system.

H4b: There is a mediating role of Perceived rating accuracy between procedural Fairness and Employee satisfaction with supervisor.

2.1.3 Interpersonal fairness

Interpersonal fairness is concerned with respect and sensitivity (Colquitt, 2001). Furthermore, Interpersonal justice is concerned with how employee is preserved with dignity and respect by those in charge (Dawwas, 2022). Interpersonal fairness refers to people's respect, civility, and dignity, as well as their understanding when making decisions (Maharvi, 2014; Nazir Haider Shah , Nadia Nazir, Mahek Arshad, 2021). Interpersonal fairness entails the component of respect and dignity in the dyadic exchange interaction (Maharvi, 2014). Employees' perception of high interpersonal fairness with perceived rating accuracy as a mediator will positively predict their perceptions of employee satisfaction with supervisor (Ibeogu & Ozturen, 2015). Interactional justice is the fairness in interpersonal conduct that occurs throughout the process of developing or implementing procedures. Interpersonal justice and informational justice are two subtypes of this sort of justice (Adeel et al., 2018). Employees' perceptions of interpersonal fairness, positively predict employee satisfaction (Au and Leung, 2016). Interpersonal justice all have a favorable effect on employee satisfaction (Utomo, 2020).

H1c: There is a positive relationship between Interpersonal Fairness and Employee satisfaction with the system.

H2c: There is a positive relationship between Interpersonal Fairness and Employee

satisfaction with Supervisor.

H3c: There is a mediating role of Perceived rating accuracy between Interpersonal Fairness and Employee satisfaction with system.

H4c: There is a mediating role of Perceived rating accuracy between Interpersonal Fairness and Employee satisfaction with supervisor.

2.1.4 Informational fairness

Informational fairness is concerned with the clarification and timely dissemination of information (Colquitt, 2001). On the other side, "informational fairness" refers to the level of authenticity and transparency provided throughout the execution process (Adeel et al., 2018). Inside the organization, information must be comprehensive, practical, ingenuous, timely, and authentic. Information justice assists employees in assessing the structural features of an organization's processes. It refers to diffusion and equality in information organizations, with a particular emphasis on internal and external communications or knowledge management systems (Cropanzano et al., 2015; Hess & Ambrose, 2002; Nazir Haider Shah , Nadia Nazir, Mahek Arshad, 2021).

Informational fairness is concerned with the magnitude to which employees are informed about issues that impact them (Bu, 2021; Dawwas, 2022). The "Accuracy of Ratings" indicator indicated ratings equity perceptions (Thurston, 2001). Thurston and McNall (2010) argued that discrepancies in assessments were caused by deliberate distortion of appraisal systems by appraisers (Elangovan & Rajendran, 2020). Exogenous variables utilized to define the employee's perceived accuracy of PA (Ullah et al., 2021).

H1d: There is a positive relationship between Informational Fairness and Employee satisfaction with the system.

H2d: There is a positive relationship between Informational Fairness and Employee satisfaction with Supervisor.

H3d: There is a mediating role of Perceived rating accuracy between Informational Fairness and Employee satisfaction with system.

H4d: There is a mediating role of Perceived rating accuracy between Informational Fairness and Employee satisfaction with supervisor.

3 RESEARCH METHODOLOGY

Research design is hypothetical and Correlation research is adopted for the study because it explains the link a relationship between variables. In this study, a cross-sectional strategy is adopted to carry out a quantitative research approach. In this research employee satisfaction with system and employee satisfaction with supervisor are dependent variable, and organizational fairness dimensions are independent variables with the mediating role of perceived rating accuracy. This is a positivist research that is based on quantitative data that are then statistically analyzed (Creswell and Clark, 2017). For this research unit of analysis is individual, non-probability convenience sampling is used in non-contrived study setting. Furthermore, online data collecting has been shown to be particularly effective for data collection when the researcher is unable to promptly reach every responder (Edezaro, 2022). So, study is quantitative in nature, and primary data is collected using a survey approach.

3.1 Research design

The Islamic banking sector in Bahawalpur (Pakistan) is used to collect data. This industry is chosen for a variety of reasons. Firstly, PAs have been performed at banks on an annual or semiannual basis for many years, and as a result, staffs are accustomed to Performance appraisals (Ullah et al., 2021). Secondly, it is a large financial institution with a high number of people, providing a huge sample for examination. Likewise, we opted to acquire all of the data from Islamic banks in order to confirm that all of the data collected under the same settings. Finally, Pakistan's National Financial Inclusion Strategy would progress further in

2022. And based on the revised objectives, the government of Pakistan (GOP) and the State Bank of Pakistan (SBP) aim for a 25 percent market share in Islamic banking by 2023, up from 17 percent in 2020 (Moody's, 2022).

The scale's reliability is evaluated using the reliability coefficient, Cronbach's alpha (α) (Brown et al., 2019).

3.2 Data Collection and Sample

The survey questionnaire for the current study was arduously created to reduce common method variance. Surveys with a five-point Likert scale were sent to employees at random, with an acceptable degree of accuracy. Convenience sampling was used to ensure representativeness. The questions were distributed using a Google survey form. In one and a half months, we received 199 responses. The sample was made up of 84.9 percent men and 15.1 percent women.

Variable	Item	Sample Items	References
PERCEIVED RATING ACCURACY (PRA)	5	"My performance rating is based on how well I do my work."	Thurston, (2001)
EMPLOYEE SATISFACTION WITH SYSTEM (ESSYS)	7	"I am satisfied with the way the appraisal system is used to evaluate and rate my performance."	Keeping & Levy, (2001)
EMPLOYEE SATISFACTION WITH SUPERVISOR (ESSP)	5	"I am satisfied with the amount of support and guidance I receive from my supervisor."	Keeping & Levy, (2001)
DISTRIBUTIVE FAIRNESS (DF)	4	"My outcomes reflect the efforts that I have put into my job."	Colquitt, (2001)
PROCEDURAL FAIRNESS (PF)	7	"I am able to appeal the outcome of these rating procedures."	Colquitt, (2001)
INTERPERSONAL FAIRNESS (ITPF)	4	"My reporting officer treats me with respect."	Colquitt, (2001)
INFORMATIONAL FAIRNESS (IFF)	5	"My reporting officer is candid in communications with me."	Colquitt, (2001)

3.3 Measures

Colquitt (2001) developed and tested the measure of fairness perception to make fairness measurements more relevant to different circumstances (Maharvi, 2014). To assess all elements, the researcher utilized the identical questions produced by Thurston (2001), Keeping and Levy (2001), Colquitt (2001) and endorsed by Maharvi (2014). Only a few terms were changed by the researcher. The items' language was understandable to the responders. Hence, there was no need to translate the scale.

3.4 Control Variables

Demographic characteristics can influence research variables; therefore experience, age, gender, and qualification are also used as controlled variables throughout the analysis phase.

4 RESULTS

4.1 Data Analysis & Interpretation

Total 199 responses received in one and half months. Version 22 of the Statistical Package for Social Scientists (SPSS) was used to examine the data. To identify the characteristics of the sample group, descriptive statistics such as means, standard deviations, and frequencies were determined (Field, 2018). Pearson product moment correlation coefficients are used in a correlation analysis (Cohen, 1988). Scholars are clearly putting more emphasis on exploring mediation theories today. Mediation has been observed in organizational psychology and organizational behavior (M. A. Memon et al., 2018). At least three variables are present in a simple mediation model 4: an independent variable (X), a mediator (M), and an outcome variable (Y) (Hayes, 2013). The bootstrap sample distribution of the indirect impact is used, following Andrew F. Hayes' (2013) approach (M. A. Memon et al., 2018).

Cronbach's Alpha values for all variables are more than 0.6, indicating that the data is reliable.

S. No	Variables	Items	α
1	Perceived Rating Accuracy	5	.846
2	Employee Satisfaction with System	7	.805
3	Employee Satisfaction with Supervisor	5	.928
4	Distributive Fairness	4	.747
5	Procedural Fairness	7	.877
6	Interpersonal Fairness	4	.641
7	Informational Fairness	5	.908

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	
PRA	199	3	5	4.04	.708	
ESSYS	199	2	5	3.65	.712	
ESSP	199	2	5	3.74	.953	
DF	199	3	5	4.04	.532	
PF	199	2	5	3.74	.717	
ITPF	199	2	5	3.99	.535	
IFF	199	2	5	3.76	.739	
Valid N (list wise)	199					

4.2 Correlation Matrix

Pearson correlation coefficients are used in a correlation analysis, and they were significant at $P = 0.01$ level, i.e. Fairness perception (DF, PF, ITPF, IFF) and employee satisfaction (ESSYS and ESSP) are significantly correlated. Table below;

Correlations

		PRA	ESSYS	ESSP	DF	PF	ITPF	IFF
PRA	Pearson Correlation							
	Sig. (2-tailed)							
ESSYS	Pearson Correlation	.465**						
	Sig. (2-tailed)	.000						
ESSP	Pearson Correlation	.397**	.835**					
	Sig. (2-tailed)	.000	.000					
DF	Pearson Correlation	.154*	.223**	.313**				
	Sig. (2-tailed)	.030	.002	.000				
PF	Pearson Correlation	.322**	.693**	.751**	.324**			
	Sig. (2-tailed)	.000	.000	.000	.000			
ITPF	Pearson Correlation	.261**	.510**	.434**	.127	.667**		
	Sig. (2-tailed)	.000	.000	.000	.074	.000		
IFF	Pearson Correlation	.178*	.312**	.432**	.458**	.312**	.451**	
	Sig. (2-tailed)	.012	.000	.000	.000	.000	.000	

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

4.3 PROCESS Macro Results

Hypothesis	Path of variables	Direct				Indirect		
		Coefficient	p-value	LLCI	ULCI	Coefficient	LLCI	ULCI
H1a:	ESSYS←DF	.2077	.014	.0414	.3740			
H1b:	ESSYS←PF	.6024	.0000	.5028	.7020			
H1c:	ESSYS←ITPF	.5561	.0000	.4028	.7093			
H1d:	IESSYS←IFF	.2283	.0002	.1104	.3462			
H2a:	ESSP←DF	.4621	.0001	.2371	.6871			
H2b:	ESSP←PF	.9238	.0000	.7937	1.053			
H2c:	ESSP←ITPF	.6314	.0000	.4099	.8530			
H2d:	ESSP←IFF	.4811	.0000	.3257	.6364			
H3a:	ESSYS←DF (via PRA)					.0909	.0087	.1753
H3b:	ESSYS←PF (via PRA)					.864	.0350	.1562
H3c:	ESSY←ITPF (via PRA)					.1241	.0437	.2101
H3d:	ESSYS←IFF (via PRA)					.0728	.0137	.1509
H4a:	ESSP←DF (via PRA)					.0985	.0075	.1925
H4b:	ESSP←PF (via PRA)					.0744	.0148	.1624
H4c:	ESSP←ITPF (via PRA)					.1420	.0424	.2591
H4d:	ESSP←IFF (via PRA)					.0761	.0130	.1639

4.4 Hypotheses Testing

H1a: Result shows that employees' perceptions of the quality of their relationship with the system positively predict their perceived distributive fairness ($B = .2077$, $p = .0147$). It implies that, in employees' perceptions, there is a direct positive relationship between distributive fairness and employee satisfaction with the system. Hence, hypothesis H1a is confirmed.

H1b: Result shows that employees' perceptions of the quality of their relationship with the system positively predict their perceived procedural fairness ($B=.6024$, $p=.0000$). It implies that, in employees' perceptions, there is a direct positive relationship between procedural fairness and employee satisfaction with the system. Hence, hypothesis H1b is confirmed.

H1c: Process macro results shows that employees' perceptions of the quality of their relationship with the system positively predict their perceived interpersonal fairness ($B=.5561$, $p=.0000$). It implies that, in employees' perceptions, there is a direct positive relationship between interpersonal fairness and employee satisfaction with the system. Hence, hypothesis H1c is confirmed.

H1d: Process macro results shows that employees' perceptions of the quality of their relationship with the system positively predict their perceived informational fairness ($B=.2283$, $p=.0002$). It implies that, in employees' perceptions, there is a direct positive relationship between informational fairness and employee satisfaction with the system. Hence, hypothesis H1d is confirmed.

H2a: Process macro results shows that employees' perceptions of the quality of their relationship with the system positively predict their perceived interpersonal fairness ($B=.4621$, $p=.0001$). It implies that, in employees' perceptions, there is a direct positive relationship between interpersonal fairness and employee satisfaction with the system. Hence, hypothesis

H2a is confirmed.

H2b: Results show that employees' perceptions of quality of their relationship with supervisor positively significantly predict their perceived procedural fairness ($B=.9238$, $p=.0000$). It implies that according to employees' perceptions there is direct positive relationship between procedural fairness and employee satisfaction with supervisor. Hence, hypothesis 2b is confirmed.

H2c: Process macro results show that employees' perceptions of quality of their relationship with supervisor positively significantly predict their perceived interpersonal fairness ($B=.6314$, $p=.0000$). It implies that according to employees' perceptions there is direct positive relationship between interpersonal fairness and employee satisfaction with supervisor. Hence, hypothesis 2c is confirmed.

H2d: Process macro results show that employees' perceptions of quality of their relationship with supervisor positively significantly predict their perceived informational fairness ($B=.4811$, $p=.0001$). It implies that according to employees' perceptions there is direct positive relationship between informational fairness and employee satisfaction with supervisor. Hence, hypothesis 2d is confirmed.

H3a: Process macro results show that employees' perceptions of quality of their relationship with system positively significantly predict their distributive fairness with mediator (LLCI = .0087, ULCI = .1753). It implies that according to employees' perceptions there is positive relationship of perceived rating accuracy between distributive fairness and employee satisfaction with the system. Hence, hypothesis 3a is partially confirmed.

H3b: Process macro results show that employees' perceptions of quality of their relationship with system positively significantly predict their procedural fairness with mediator (LLCI = .0350, ULCI = .1652). It implies that according to employees' perceptions there is positive relationship of perceived rating accuracy between procedural fairness and employee satisfaction with the system. Hence, hypothesis 3b is partially confirmed.

H3c: Process macro results show that employees' perceptions of quality of their relationship with system positively significantly predict their interpersonal fairness with mediator (LLCI = .0437, ULCI = .2101). It implies that according to employees' perceptions there is positive relationship of perceived rating accuracy between interpersonal fairness and employee satisfaction with the system. Hence, hypothesis 3c is partially confirmed.

H3d: Process macro results show that employees' perceptions of quality of their relationship with system positively significantly predict their informational fairness with mediator (LLCI = .0137, ULCI = .1509). It implies that according to employees' perceptions there is positive relationship of perceived rating accuracy between informational fairness and employee satisfaction with the system. Hence, hypothesis 3d is partially confirmed.

H4a: It pertains to employees' perception of high distributive fairness with perceived rating accuracy as a mediator will positively predict their perceptions of employee satisfaction with supervisor. Process macro results show that employees' perceptions of quality of their relationship with system positively significantly predict their distributive fairness with mediator (LLCI = .0075, ULCI = .1925). It implies that according to employees' perceptions there is positive relationship of perceived rating accuracy between distributive fairness and employee satisfaction with supervisor. Hence, hypothesis 4a is partially confirmed.

H4b: It pertains to employees' perception of high procedural fairness with perceived rating accuracy as a mediator will positively predict their perceptions of employee satisfaction with supervisor (Maharvi, 2014). Process macro results show that employees' perceptions of quality of their relationship with system positively significantly predict their procedural fairness with mediator (LLCI = .0148, ULCI = .1624). It implies that according to employees' perceptions there is positive relationship of perceived rating accuracy between procedural fairness and employee satisfaction with supervisor. Hence, hypothesis 4b is partially

confirmed.

H4c: It pertains to employees' perception of high interpersonal fairness with perceived rating accuracy as a mediator will positively predict their perceptions of employee satisfaction with supervisor (Ibeogu & Ozturen, 2015). Process macro results show that employees' perceptions of quality of their relationship with system positively significantly predict their interpersonal fairness with mediator (LLCI = .0424, ULCI = .2591). It implies that according to employees' perceptions there is positive relationship of perceived rating accuracy between interpersonal fairness and employee satisfaction with supervisor. Hence, hypothesis 4c is partially confirmed.

H4d: It pertains to employees' perception of high informational fairness with perceived rating accuracy as a mediator will positively predict their perceptions of employee satisfaction with supervisor (Maharvi, 2014). Process macro results show that employees' perceptions of quality of their relationship with system positively significantly predict their informational fairness with mediator (LLCI = .0130, ULCI = .1639). It implies that according to employees' perceptions there is positive relationship of perceived rating accuracy between informational fairness and employee satisfaction with supervisor. Hence, hypothesis 4c is partially confirmed.

4.5 Results

From descriptive analysis results, perceived rating accuracy and distributive fairness the mean (4.04) same for both and the standard deviation (SD) (0.708) and (.532) respectively, and it is revealing that the PRA and DF have been identified evidently in the performance appraisal system and employees have a confidence on perceived rating accuracy and on distributive fairness. Followed by interpersonal fairness that the mean (3.99) and SD (0.535). It is clearly shown that for the employees of Islamic branches of banks have treated with respect and honored to implement the performance appraisal system from their supervisors. Similarly, Informational fairness it is clearly shown that the mean (3.76) and SD (0.739) and the employee feels there is an organizational justice in their organization as their supervisor communicates properly. Followed by procedural fairness and employee satisfaction with supervisor shows that the mean (3.74) same for both and SD (0.717) and (.953) respectively. Lastly employee satisfaction with the system revealed that the mean (3.65) and SD (0.712) which shows that employee perceived there is a lack of fairness in the appraisal system.

From inferential statistics, Pearson correlation shows that there is positive relationships exist between independent variables and dependent variables and with mediation as well. The Process Macro table above shows that both BootLLCI and BootULCI came out positive, indicating that positive partial mediation is predicted.

5 DISCUSSION

As for the objectives 1 & 2 of the study, we conclude that, there is an impact of organizational fairness on employee satisfaction with system and with the supervisor as well, and it also answered our research questions that they have a positive relationship between them. This results confirm previous research (Jawahar, 2007). Furthermore, for the objectives 3 & 4, the impact of organizational fairness with perceived rating accuracy also promotes the employee satisfaction with system and also with supervisor. And there is positive mediating role of perceived rating accuracy between organizational fairness and employee satisfaction with system and also with the supervisor. Therefore, this results confirm previous research (Wilkerson & LeVan, 2017).

PA's administrative purpose is to encourage distributive and procedural fairness. When organizations use the data collected during the PA process to make payroll, fringe benefit, promotion, and termination choices, it appears that they build a positive perception of the procedure's fairness and outcomes. Procedural fairness is linked to employee satisfaction with system. The developmental objective of PA is linked to interpersonal and informational

fairness implying a beneficial link between employee personal growth and strong interpersonal connections. Employee satisfaction with their supervisor is linked to interpersonal and informational fairness. Individuals are the focus of the administrative and developmental purposes (Bu, 2021; Hameed et al., 2019; Palaiologos et al., 2011). Individual-focused goals are, by definition, more closely linked to organizational justice. Hiring, firing, payroll, and other such issues are concrete and influence immediate employees, having a significant impact on their daily routines, behavior, and overall presence in the firm. The performance appraisal reactions were the focus of this study. Previous research had very occasionally looked at appraisal reactions. Reduced dissatisfaction may result from cultivating a sense of organizational justice. Organizations that disregard fairness perceptions considerations face risk, unfavorable organizational outcomes, noncompliance with norms and processes, and, in certain cases, decreased satisfaction.

As a result, building employees' senses of organizational fairness is critical to employee satisfaction (Matteson et al., 2021). A successful PMS enables for the integration of the organization's plans, policies, and practices. Employees that are skeptical about the accuracy of PA might have a negative impact on the entire PA system. PA system neutrality and efficacy are defined not only by technological dependability and validity, but also by employee reaction.

5.1. Theoretical Implications

Previous research shows the relationship between independent variables (DF, PF, INTPF, IFF) and dependent variables (ESSYS and ESSP), but to our knowledge no research has conducted the mediating effect of perceived rating accuracy (PRA) between organizational justice and employee' satisfaction especially in the context of Bahawalpur Pakistan. This study hypotheses supported and mediating PRA, affect the relationship of variables which is not conducted in any research.

5.2. Practical Implications

The current study's findings lay the groundwork for linking employee cognition and behavior. These findings can be applied by practitioners and researchers in a variety of ways. The implications of our findings for practitioners are numerous. According to the report, practitioners should concentrate on the equitable allocation of benefits, compensation, and employee promotions. Injustice perceptions can hinder a sense of ownership and employee involvement, which drives employee behavior. Individuals are more likely to learn about justice from their peers, therefore there is a greater need to promote employee engagement, apply a broader range of appraisal methodologies, such as 360 evaluations, and manage corporate atmosphere.

5.3. Limitations

The study could delve deeper into additional components such as role ambiguity, job level, job characteristics, and job satisfaction. This study relied on data from the service industry, which limited its generalizability. The fundamental shortcoming of the research is that it only delivers information from one source, the appraisees. It does, however, emphasize the relevance of employee satisfaction in organizational justice, linking diverse sources of satisfaction to various aspects of justice.

6 CONCLUSION

Evaluation performance of the system may also be influenced by ratees' perceptions of fairness and reactions to crucial components of the appraisal process (Palaiologos et al., 2011). The findings revealed a link between organizational justice and employee satisfaction with the system and supervisor. This finding implies that organizational fairness affects employee satisfaction. The significant association established between interpersonal fairness and rater satisfaction validates the supervisor's involvement in employee satisfaction. The appraisers' role in interpersonal justice appears to be crucial. Our findings emphasize the need of PA

training once again. Organizations should spend in educating appraisers to operate in an equitable manner when it comes to interpersonal justice, but they should also encourage employees to receive informal feedback on a daily basis that is relevant to their work.

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