

The Performance Management Factors Affecting on Employees' Perceived Fairness in Private Sector Power Producers in Thailand

Received: April 30, 2020

Revised: July 7, 2020

Accepted: March 22, 2021

Panita Sastrawaha¹ and Chiraprapha Akaraborworn²

Abstract

This paper aims to examine the issues related to Performance Management (PM) and Employees' Perceived Fairness (EPF) using a holistic view to develop a model to explain this dyadic relationship. Four private sector power producers in Thailand agreed to be a part of this quantitative study using questionnaires to gather the data from 207 employees. Structural Equation Modeling (SEM) analysis was used to analyze the data gathered using the SPSS and AMOS program to assess what factors influence EPF and how well the proposed model can be used to explain this phenomenon. The results revealed that Performance Management Practices (PMP) and Perceived of Organizational Culture (OC), as perceived by employees, have a positive direct effect on EPF, while Relationship with Supervisor (RWS) has a negative significant effect on EPF. The proposed model suggests that to enhance EPF, PMP and OC should be integrated designed and implemented, supervisor should also be aware that their behaviors and their interactions with employees importantly effect on EPF. Both PMP and OC should be continuously assessed and adjusted to ensure an alignment of the two with organization's directions and critical success factors, organization's characteristics, organization's visions, values, and strategies and organization's members.

Keywords: Performance management, Employees' perceived fairness, Relationship with supervisor, Perceived of organizational culture, Organizational justice

¹ **Affiliation:** School of Human Resource Development, National Institute of Development Administration. 148 Moo 3, Serithai Road, Klong-Chan, Bangkok, Bangkok 10240, Thailand. Email. botun507@hotmail.com

² **Affiliation:** School of Human Resource Development, National Institute of Development Administration. 148 Moo 3, Serithai Road, Klong-Chan, Bangkok, Bangkok 10240, Thailand. Email. chira123@gmail.com

ปัจจัยการบริหารผลการปฏิบัติงานที่ส่งผลต่อการรับรู้ความเป็นธรรมของบุคลากร ในองค์กรผู้ผลิตไฟฟ้าภาคเอกชนในประเทศไทย

รับบทความ: 30 เมษายน 2563

แก้ไขบทความ: 7 กรกฎาคม 2563

ตอบรับบทความ: 22 มีนาคม 2564

ปณิดา ศาสตราวหา¹ และจิรประภา อัครบวร²

บทคัดย่อ

งานวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาและวิเคราะห์โดยใช้มุมมองแบบองค์รวม เพื่อนำเสนอโมเดลในการอธิบายถึงความสัมพันธ์ของการบริหารผลการปฏิบัติงาน และการรับรู้ความเป็นธรรมของบุคลากรในองค์กร โดยใช้การศึกษาเชิงปริมาณ และสำรวจข้อมูลด้วยแบบสอบถามจากกลุ่มตัวอย่างในองค์กรผู้ผลิตไฟฟ้าภาคเอกชนในประเทศไทย 4 องค์กร โมเดลสมการโครงสร้างและโปรแกรม SPSS และ AMOS ถูกใช้ในการวิเคราะห์ข้อมูลจากแบบสอบถามที่ได้รับการตอบกลับทั้งสิ้น 207 ชุด เพื่อวิเคราะห์ว่าปัจจัยใดที่มีอิทธิพลต่อการรับรู้ความเป็นธรรมของบุคลากรในองค์กร และเพื่อประเมินความสามารถในการอธิบายปรากฏการณ์ ที่ศึกษาของโมเดลที่เสนอจากงานวิจัยนี้ ผลการศึกษาพบว่าข้อปฏิบัติของการบริหารผลการปฏิบัติงาน และวัฒนธรรมองค์กร มีผลโดยตรงอย่างมีนัยสำคัญทางสถิติต่อการรับรู้ความเป็นธรรมของบุคลากรในองค์กร ในขณะที่ความสัมพันธ์กับผู้บังคับบัญชาส่งผลเสียอย่างมีนัยสำคัญทางสถิติต่อการรับรู้ความเป็นธรรมของบุคลากร โมเดลจากการศึกษาในครั้งนี้ อธิบายถึงความสำคัญของการออกแบบและการนำไปใช้ของระบบการบริหารผลการปฏิบัติงาน และวัฒนธรรมองค์กรแบบองค์รวม ที่ส่งผลต่อการรับรู้ความเป็นธรรมของบุคลากรในองค์กร และผู้บังคับบัญชาควรตระหนักว่าพฤติกรรมของตน และการปฏิบัติตนต่อผู้ใต้บังคับบัญชาของตน ส่งผลต่อการรับรู้ความเป็นธรรมของบุคลากรในองค์กร นอกจากนี้ ระบบการบริหารผลการปฏิบัติงาน และวัฒนธรรมองค์กร ควรได้รับการวัดและปรับแก้อย่างต่อเนื่อง ให้มีความสอดคล้องกับเป้าหมาย ปัจจัยแห่งความสำเร็จ ลักษณะ วิสัยทัศน์ คุณค่า กลยุทธ์ และสมาชิก ขององค์กร

คำสำคัญ: การบริหารผลการปฏิบัติงาน, การรับรู้ความเป็นธรรมของบุคลากรในองค์กร, ความสัมพันธ์กับผู้บังคับบัญชา, การรับรู้วัฒนธรรมองค์กร, ความยุติธรรมในองค์กร

¹ **หน่วยงานผู้แต่ง:** คณะพัฒนาทรัพยากรมนุษย์ สถาบันบัณฑิตพัฒนบริหารศาสตร์ เลขที่ 148 ถนนเสรีไทย แขวงคลองจั่น เขตบางกะปิ กรุงเทพฯ 10240 อีเมล botun507@hotmail.com

² **หน่วยงานผู้แต่ง:** คณะพัฒนาทรัพยากรมนุษย์ สถาบันบัณฑิตพัฒนบริหารศาสตร์ เลขที่ 148 ถนนเสรีไทย แขวงคลองจั่น เขตบางกะปิ กรุงเทพฯ 10240 อีเมล chira123@gmail.com

Introduction

A.T. Kearney reported that the Global Business Policy Council expected slow global economic growth of 2.9 percent for 2019, and this slow growth is expected to continue through 2023 (Laudicina, McCaffrey, & Peterson, 2019). Adding the economic crisis caused by the COVID-19 pandemic in 2020, supply and demand in almost every business sector is interrupted globally (Ozili & Arun, 2020). The Organization for Economic Cooperation and Development has released a new number, from an expected 2.9 percent growth to be 1.5 percent (El-Erian, 2020), while the Asian Development Bank (ADB) forecasts a 1 percent growth for Southeast Asia (Association of Southeast Asian Nations, 2020).

In order to survive this slow economic growth period, organizations are pressured to improve their productivity (Volini, Schwartz, Roy, Hauptmann, Durme, Denny, & Bersin, 2019) and their business operation efficiency (Laudicina et al., 2019). Performance Management (PM) is one of the organization development interventions used to ensure organizations' competitive advantage (Rowland, 2013), to enable performance-driven behavior (de Waal & Van Der Heijden, 2015), to drive employee engagement level (Mone, Eisinger, Guggenheim, Price, & Stine, 2011), and to help manage performance (Kagaari, Munene, & Ntayi, 2010). Therefore, PM was ranked top in the 2017 HR trends (Levy, Tseng, Rosen, & Lueke, 2017), and has been heavily studied regarding how it should be conducted to achieve high productivity (Saratun, 2016).

The Chartered Institute of Personnel and Development (CIPD) explained that many organizations have been implementing their human resource management practices on a strategic level using PM as a holistic means to manage their employee resourcing, rewards, retentions, and development practices (Rowland & Hall, 2012). However, a report showed that 71 percent of organizations perceive their PM as ineffective and as needing improvement (Loew, 2015). In order to enable PM to be effectively implemented to achieve its target objectives, such as increasing PM effectiveness (Dewettinck & van Dijk, 2013), enhancing employee commitment

(Farndale, Hope-Hailey, & Kelliher, 2011), improving employee performance (Dewettinck & van Dijk, 2013), ensuring employees' positive outcomes (Sharma, Sharma, & Agarwal, 2016; Thaweepaiboonwong, 2017), and developing team performance (Rowland, 2013), employees' perceived fairness is essential (Charoensuk, 2016; Dewettinck & Dijk, 2013; Farndale et. al., 2011).

However, some studies found that both managers and workers have expressed concerns about unfairness in performance management practices (Charoensuk, 2016; Rowland & Hall, 2012), some executives explained that their companies' evaluation and feedback systems have no impact on performance (Hancock, Hioe, & Schaninger, 2018). These show all employees in the organization from executive level, management level, and operational level have some concerns about their performance management system and that companies continue to struggle with how to enhance their performance management practices (Hancock, Hioe, & Schaninger, 2018). Therefore, there is a need to understand fairness perceptions in the PM context (Sharma et al., 2016).

Literature Review

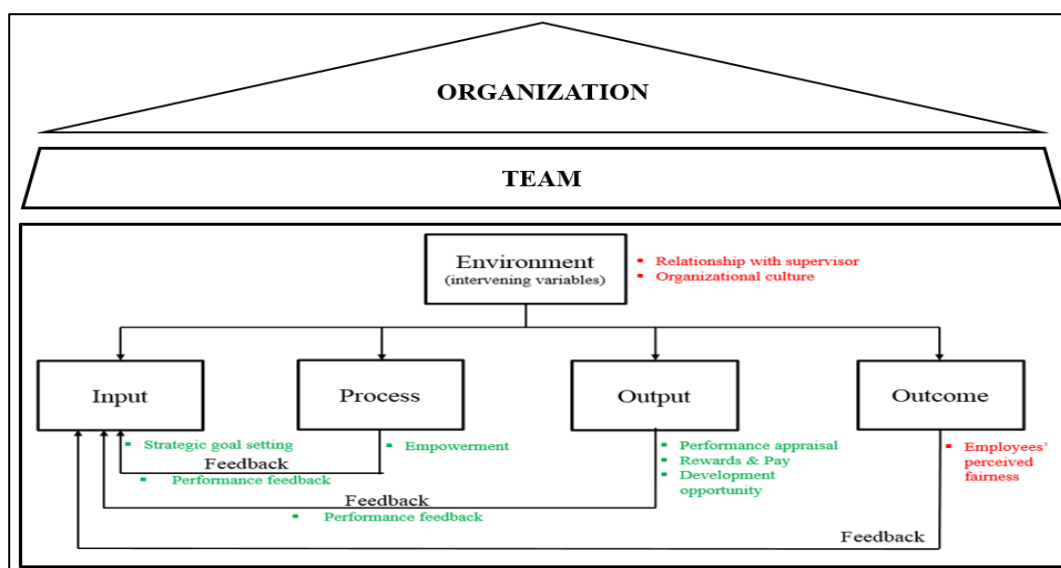
Employees' Perceived Fairness (EPF) is critical for the success of organization's performance management system (Jawahar, 2007), which is one of the HR tools used on a holistic view to manage employee resourcing, rewards, retentions, and development practices (Rowland & Hall, 2012). Besides, Pulakos & O'Leary (2011) explained that the day-to-day interactions between managers and employees are important component of the Performance Management (PM) process and as mentioned by Hofstede that there is no management activity that is culture free (Hofstede, 1984), therefore it is important to understand the impact of Performance Management Practices (PMP), Relationship With Supervisor (RWS) and Organizational Culture (OC) on EPF.

Performance Management

Brudan (2010) discussed the idea that the lack of a standard definition of PM is still an issue. Many definitions of PM have been suggested by different authors. The

authors proposed the PM model based on Bertalanffy's system model (Bertalanffy, 1968) by consolidating various definitions into a holistic model as in below figure, which shows that PM is a continuous and holistic process of identifying, measuring and developing individuals' and team's performance, to align with the organization's performance and strategic goals.

Figure 1 Proposed Performance Management Practices and Definition Conceptualized Based on Bertalanffy's Systems Theory



Source: Mohrman and Mohrman, 1995; Aguinis, 2009; Singh, 2013; Gifford, 2016.

According to the definitions defined from Mohrman and Mohrman (1995), Aguinis (2009), Singh (2013), and Gifford (2016), there are common components in most PM definitions: 1) a continuous process of managing performance; 2) targeting an organization's strategies, objectives, and goals; 3) the aligned processes and policies of directing, monitoring, motivating, enabling, and developing employees and teams were used to connect individuals' and teams' goals with those of the organization.

The literatures broadly suggest that the performance management process consists of performance planning, performance review, feedback, and rewarding

performance; and various authors have proposed different combinations explaining performance management practices (Singh, 2013). Using Bertalanffy's system theory as a method to explain the interaction of the component parts of a larger system (Friedman & Allen, 2014), the authors propose a combination of performance management practices as 1) strategic goal setting, 2) empowerment, 3) performance feedback, 4) performance appraisal, 5) rewards and pay, and 6) development opportunity by reviewing strategic goal setting as "an input," empowerment as "a process," performance feedback as "feedback," performance appraisal, rewards and pay, and development opportunity as "the output," and finally employees' perceived fairness as "an outcome."

Therefore, in this research, the term performance management will be defined as a continuous process of using a holistic strategic approach to direct, motivate, and develop employees to work as effectively and efficiency as possible in order to achieve the organization's goals by using six performance management practices: strategic goal setting, empowerment, performance feedback, performance appraisal, rewards and pay, and development opportunity.

In assessing performance management effectiveness, two components are taken into consideration, which are perceived performance management accuracy and perceived performance management fairness (Sharma et. al., 2016). This suggests that fairness perception is an important issue when investigating performance management.

Perceived Fairness

Normally, individuals consider fairness as an important issue in different contexts; however, in any context people perceive fairness about a particular situation, and in order to do so, he or she considers fairness of outcomes (distributive justice), the procedure used to arrive at those outcomes (procedural justice), and how they are treated by others during those related processes (interactional justice), which are the three components of organizational justice (Silva & Caetano, 2014), which is one of the key success factors and predictors of organizational success (Ayobami & Eugene, 2013).

The application of organizational justice theory has been evident in many organization's human resource management policies and activities, since it has a holistic ability to explain organizational behaviors concerning why the chosen methods are to be used and how the chosen methods will be implemented (procedural justice), how each individual employee will be informed and treated throughout the entire process cycle (interactional justice), and how the outcomes will be allocated (distributive justice; Rowland & Hall, 2012). This advantage makes organizational justice theory an important one to be used for an organization to analyze, design, implement, monitor, and control its performance management policies and activities (Roch & Shanock, 2006).

Relationship with Supervisor

The interaction between managers and employees is an important component of the performance management process (Levy et. al., 2017), and therefore it also influences how employees perceive fairness in performance management practices and in their organization. In order to understand the relationship between the supervisor and his/her subordinate(s), the leader-member exchange (LMX) theory is used to analyze this dyadic relationship (Breevaart, Bakker, Demerouti, & van den Heuvel, 2015). The theory was developed based on the belief that leaders have limited personal and organizational resources, and therefore they allocate these resources selectively (Lee, 2001). The perception of fairness and the quality of this relationship have been studied by researchers in order to understand employees' perception of fairness in an organizational setting (Williams, Scandura, Pissaris, & Woods, 2016).

Most of the recent performance management system studies seem to overlook the effect of organizational cultures (Henri, 2006), and not many studies have investigated organizational culture as a contextual factor in performance management (Magee, 2002). Additionally, most studies ignore the use of Performance Management System (PMS) from a holistic point of view (Henri, 2006).

Organizational Culture

Previous studies revealed that organizational culture and performance management practices have a positive and strong relationship (Chaudhry, Yuan, Hu, &

Cooke, 2016). Organizational culture can influence and determine an organization's policies, styles, and organizational structure the behaviours of various stakeholders in the organization (Goksoy & Alayoglu, 2013), and affects employees' behaviours, motivation, and values (Ehtesham, Muhammad, & Muhammad., 2011).

Organizational culture can be defined as "the collective programming of the mind that distinguishes the members of one organization from others" (Hofstede, Hofstede, & Minkov, 2010, p. 344). It is important to understand the importance and impact of perceived organization culture on performance management in organizations (Reddy, 2011), as there is no management activity that is culture free (Hofstede, 1984). With differences in employees' perceived organization culture, the same strategy implemented by two companies in the same country may result in different outcomes (Kandula, 2006), since there is a relationship between perceived organization culture and corporate performance (Lim, 1995). As explained by Abdul Rashid, Sambasivan, and Abdul Rahman (2004) that employees' perceived organization culture typology influences the level of employee's attitudes toward organizational intervention. As PM is one of the organization's intervention tools, therefore, different types of perceived organization culture influence employee's perception level differently.

Cameron and Quinn (2006) suggested four types of organizational culture based on the Competing Values Framework (CVF) and it was claimed that the CVF can be used to explain most of the organizational cultural dimensions mentioned in the literature (Yu & Wu, 2009) and their Organizational Culture Assessment Instrument (OCAI) developed based on the CVF concept is frequently used in organizational culture research (Wudarzewski, 2018). Therefore, the CVF has been an important model used in quantitative studies of organizational culture (Yu & Wu, 2009). Explanations regarding the nature of each dimension can be found below.

1) The clan culture. People in organizations with a clan culture have shared values and goals with an atmosphere of collectivity and mutual help. The organizations put greater effort into empowering people and employee involvement. This type of organizational culture is normally developed over time with stable memberships (Yu & Wu, 2009). The organization's atmosphere is friendly and is like

an extended family, the leaders are considered to be mentors, commitment is high, and success is defined in terms of sensitivity to the customer and concern for people (Cameron & Quinn, 2006).

2) The adhocracy culture. This type of organizational culture is temporary, and it will be dismissed when the organizational tasks are ended, and “reloaded” when new tasks arise (Yu & Wu, 2009). The organization’s atmosphere is dynamic, entrepreneurial, and creative, people are willing to take risks, the leaders are innovative and risk takers, success is determined by being product or service leaders, and the organization promotes individual initiative (Cameron & Quinn, 2006).

3) The market culture. The organizations with a market culture mainly focus on interactions and activities with the external environment rather than internal management. The goals of this type of organization are to maximize profits through market competition (Yu & Wu, 2009). The organization of this type is result-oriented, goal-oriented, and competitive. Its major concern is getting the job done. The organization’s leaders are hard drivers, tough, and demanding, and the organization emphasis is on winning (Cameron & Quinn, 2006).

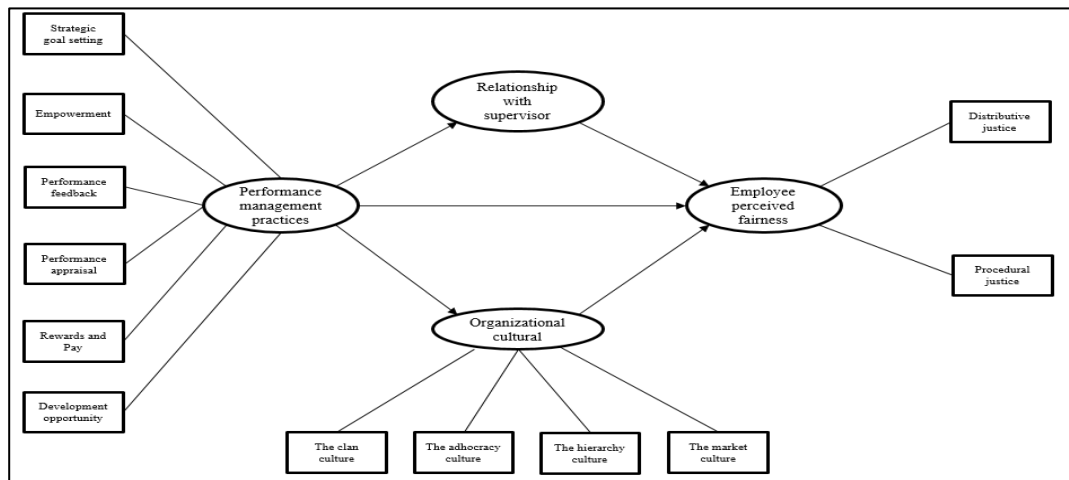
4) The hierarchical culture. The hierarchical culture represents the organization with a clear organizational structure, standard rules and procedures, strict control, and the responsibilities of members are well defined (Yu & Wu, 2009). The leaders try to be a good coordinators and organizers, who are efficiency-oriented, and success is defined by the ability to maintain the smooth running of the organization (Cameron & Quinn, 2006).

Therefore, in this study, the Organizational Culture Assessment Instrument (OCAI; Cameron & Quinn, 2006) was employed in order to assess the relationships between the variables in organizational phenomena, based on the work of Wudarczyk (2018, p. 80), who explains that “the OCAI can be employed to identify causal relationships between the phenomena of organizational culture and the factors that are interdependent with this culture, such as management styles or motivational psychological aspects.”

Referring to related studies, theories, and concepts explained above, the influence of PMP, RWS, and OC on EPF can be conceptualized into a proposed model

as shown in figure 1. There are four variables in the proposed model, PMP is considered as an independent variable, RWS and OC are intervening variables, while EPF is a dependent variable.

Figure 2 Conceptual Framework



Conceptual Framework

The conceptual framework emerged from those previous studies is shown in figure 1 to examine the influences of performance management, the relationship of supervisor and the perceived organization culture on employee of fairness.

Practices related to performance management affect employees' perceptions and attitudes (Hartog et al., 2004). Therefore, Performance management practices influence employees' perception of fairness.

Hypothesis1: Performance management is positively related to employees' perceived fairness.

Relationship with supervisor has a positive relationship with subordinates' perception of fairness on performance management (Fulk, Brief, & Barr, 1985). It helps enhance the employee's perception of his or her organization (Baloyi, Waveren, & Chan, 2014) and helps encourage subordinate to rise the opinion and feeling towards the result and process of performance management, promote two-way feedback and

feedback acceptance, and increase communication between supervisors and subordinates (Fulk, Brief, & Barr, 1985).

Hypothesis2: Relationship with supervisor has a positive indirect effect on employees' perception of performance management practices fairness.

It has been explained that perceived organization culture can influence organizational justice (Azarin & Moghaddam, 2015), and employees' perceived organization culture and performance management practices have a significant relationship (Chaudhry et al., 2016).

Hypothesis3: Perceived organization culture has an effect on employees' perceived fairness.

Hypothesis4: Performance management is positively related to employees' perceived organization culture.

Employees' perceived fairness, as a dependent variable in this conceptual framework, is analyzed based on the concept of organizational justice using distributive justice and procedural justice, but interactional justice will not be included. Roch and Shanock (2006) explain from their study of organizational justice based on the concept of social exchange theory that procedural justice, interactional justice, and informational justice were related to social relationship, while distributive justice was related to an economic exchange relationship. This is aligned with Rupp and Cropanzano (2002) whose study shows a high correlation between procedural justice and interactional justice. Besides, Konovsky and Cropanzano (1991) report a 0.62 correlation between procedural justice and interactional justice. Therefore, in order to avoid any possible variance resulting from this correlation issue, only distributive justice and procedural justice were used.

Research Methodology

According to the Association of Private Power Producers (APPP), from total of 34 member companies, there are five companies in the independent power producer (IPP) group, 17 companies from the small powder producer (SPP) group, and 12 companies are from the renewable group. As the number of employees in the renewable companies tend to be very small, the researcher decided to distribute

questionnaires only with the companies in IPP and SPP groups to ensure adequate number of samples received from each participated company (Association of Private Power Producers, n.d.).

Two types of nonprobability sampling method, the purposive sampling and the convenience sampling (Frey, Carl, & Gary, 1999), were used. The purposive sampling method was used to select the four target companies from the IPP and SPP and also listed in the Stock Exchange of Thailand (SET). While the convenient sampling was used to gather data from the unit of study, the employees from the four selected companies mentioned above.

The quantitative method was applied using Structural Equation Modeling (SEM) in order to test the hypothesized model. The questionnaire was developed from the research-based literature review and tested the index of Item-Objective Congruence (IOC) and pilot test. The draft questionnaires including both Thai and English questions were sent to five key informants to review the IOC to validate the content of the questionnaire (Rovinelli & Hambleton, 1977). The questions were selected and revised according to the IOC criteria based on the suggested cut-off value of > 0.50 (Gyeltshen & Sawangmek, 2016). Then, the researcher ran a pilot test for a reliability test using 30 samples initially collected. Before distributing the questionnaire, the authors revised any questions with the corrected item-total correlation values less than 0.20, aiming to increase the observable variables with the Cronbach alpha values less than 0.70. According to Cortina (1993), it is acceptable if the Cronbach alpha is higher than 0.70, while the suggested cut-off value for the corrected item-total correlation is 0.20 (Streiner & Norman, 2003).

Data screening was performed in order to ensure that the data gathered were usable, reliable, and valid for further statistical analysis. First, missing data were detected using SPSS's frequency analysis feature in order to present the number of missing values for each variable. All responses containing missing data were excluded. Then unengaged responses were detected using the standard deviation with the cut-off value of less than 0.5 suggested by Steyn (2017), leaving 207 usable sample to proceed further.

The total number of employees from the selected companies was 1,581. After the data screening has been performed, there were 207 usable questionnaires returned. Based on Hoelter (1983), the minimum number of samples required, also called “Critical N,” must be at least 200. Therefore, the usable returned 207 questionnaires is considered to be an adequate number of samples to proceed further.

Results

According to the demographic results, 51.70% of the samples were male, the majority of the respondents belonged to generation Y (75.40%), 47.30% had graduated at the bachelor level, 56.50% worked in an enabling and support function, and most of them (68.10%) worked at the operational level.

Table 1 Descriptive Statistics Results

Latent Variables	Observable Variables	No. of Questions	Mean	S.D.	SK	KU	Meaning
Performance Management Practices	Strategic Goal Setting	6	3.75	0.59	-0.36	0.37	Somewhat High
	Empowerment	4	3.56	0.72	-0.60	0.18	Somewhat High
	Performance Feedback	4	3.45	0.79	-0.30	0.20	Somewhat High
	Performance Appraisal	5	3.49	0.74	-0.73	0.62	Somewhat High
	Rewards & Pay	4	3.15	0.85	-0.70	0.10	Neutral
	Development Opportunity	4	3.47	0.75	-0.32	0.11	Somewhat High
Relationship with Supervisor	Relationship and Trust in Supervisor	4	3.79	0.83	-0.61	0.28	Somewhat High
Organizational Culture	The Clan Culture	6	3.27	0.68	-0.35	-0.46	Neutral
	The Adhocracy Culture	6	3.08	0.65	-0.43	0.06	Neutral
	The Market Culture	6	3.22	0.57	-0.38	0.24	Neutral
	The Hierarchy Culture	6	3.48	0.59	-0.65	0.59	Somewhat High
Employees' Perceived Fairness	Distributive Justice	4	3.13	0.89	-0.34	-0.31	Neutral
	Procedural Justice	6	3.28	0.59	-0.35	0.07	Neutral

The composite scores were used to run the statistic analysis for a simple analysis and an easy interpretation, since to measure each observable variable, the instrument consists of a number of questions (Dillon & McDonald, 2001).

The descriptive statistical results revealed that the skewness values ranged from -0.73 to -0.30, indicating that the data were normally distributed, as McHugh and Hudson-Barr (2003) suggested an acceptable skewness value between -2 and +2. This is aligned with the kurtosis results that ranged from -0.46 to 0.62, which was also within the acceptable range between -2 to +2, as suggested by McHugh and Hudson-Barr (2003). In conclusion, regarding the normality statistics, the central tendency analysis, and the measure of variation, the data collected in this study were satisfactory.

Table 2 Pearson's Coefficient Correlation of Thai Private Sector Power Producers

	Mean	Correlations												
		PM.G	PME	PM.F	PMA	PM.RP	PM.D	RWS	OC.CC	OC.AC	OC.MC	OC.HC	OJ.DJ	OJ.PJ
PM.G	3.751	1												
PME	3.587	.567**	1											
PM.F	3.454	.616**	.551**	1										
PMA	3.493	.490**	.274**	.428**	1									
PM.PR	3.155	.374**	.209**	.337**	.654**	1								
PM.D	3.471	.461**	.457**	.479**	.511**	.427**	1							
RWS	3.796	.618**	.413**	.680**	.404**	.311**	.419**	1						
OC.CC	3.274	.367**	.322**	.458**	.309**	.414**	.495**	.427**	1					
OC.AC	3.077	.334**	.392**	.406**	.389**	.459**	.498**	.347**	.746**	1				
OC.MC	3.219	.334**	.337**	.366**	.385**	.383**	.476**	.349**	.641**	.822**	1			
OC.HC	3.480	.468**	.386**	.558**	.467**	.528**	.512**	.537**	.729**	.658**	.648**	1		
OJ.DJ	3.128	.375**	.202**	.336**	.508**	.684**	.454**	.321**	.463**	.507**	.422**	.499**	1	
OJ.PJ	3.283	.322**	.238**	.433**	.626**	.563**	.442**	.414**	.469**	.539**	.488**	.630**	.612**	1

Bartlett's Test of Sphericity = 1727.153, df = 78, p = 0.000, KMO = 0.875

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

The correlation of between the independent variables and the independent variables ranged from 0.209 to 0.822, which was within an acceptable range compared to the cut-off value of ≤ 0.90 as suggested by Hair, Black, Babin, and Anderson (2010). The correlation value between the independent variables and the dependent

variables ranged from 0.202 to 0.684, which were all acceptable based on the cut-off value of 0.30 and higher suggested by Hinkle, Wiersma, and Jurs (2003) except the correlation value of 0.202 and 0.238 which are the correlation values of PM.E with OJ.DJ and OJ.PJ.

Bartlett's test of sphericity results revealed the statistic value of 1727.153, a degree of freedom of 78, and a p-value of 0.001, indicating that the correlation matrix is different from the identity matrix at a significant level of 0.01. This means that the observable variables are related and is considered appropriated to proceed further with factor analysis (Dziuban & Shirkey, 1974). The KMO result of 0.875, which was higher than the cut-off value of 0.50 (Kaiser & Rice, 1974) was considered appropriate to proceed with the factor analysis.

Before performing SEM analysis, exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were used to perform the factor analysis. EFA is used to analyze which variables go together (DeCoster, 1998) and CFA was used to test whether a specified set of constructs influences responses in a hypothesized way (DeCoster, 1998). After performing factor analysis, the rotated component matrix of performance management practices (PMP) revealed that the re-group were needed for performance appraisal (PM.A) and rewards and pay (PM.RP), besides, one question needs to be dropped from empowerment (PM.E.), one question also needs to be dropped from goal setting (PM.G.), and one question needs to be dropped of from appraisal (PM.A).

After EFA and CFA were performed, SEM analysis was analyzed. The results of the SEM analysis using maximum likelihood of the original proposed model revealed that the empirical data, fit the theoretical framework based on a variety of fit indices. As the value of $\chi^2 = 230.732$, $df = 79$ with $p = 0.001$, GFI of 0.874, which is slightly lower than the cut-off value of ≥ 0.90 , RMSEA = 0.097, AGFI = 0.809, CFI = 0.934, and NFI = 0.904 indicated that most of the fit indices used to measure absolute fitness and incremental fitness are in acceptable ranges.

Figure 3 Results of the Structural Equation Modeling

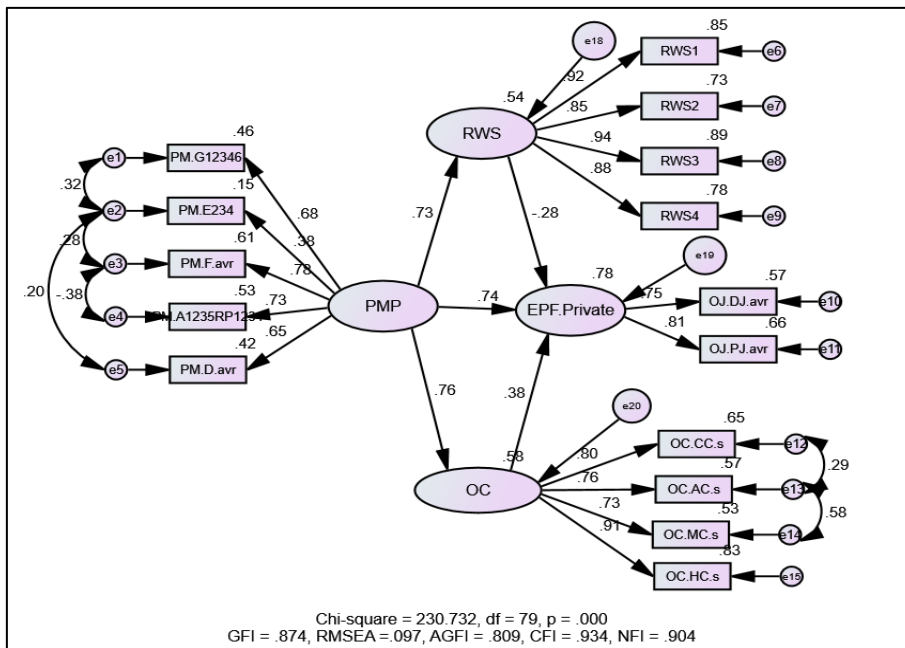


Table 3 below displays recommended fit indices values and the results from SEM analysis for comparison.

Table 3 Goodness of Fit Statistics of the Model

Fit Indices	Cut-Off Value	Results from SEM
Chi-square	-	230.732
Df	-	79
Chi-square/df	≤ 5	2.921
P value	≤ 0.05	< 0.001
GFI (Goodness of Fit Index)	≥ 0.90	0.874
RMSEA (Root Mean Square Error of Approximation)	≤ 0.10	0.097
AGFI (Adjusted Goodness of Fit Index)	≥ 0.80	0.809
CFI (Comparative Fit Index)	≥ 0.90	0.934
NFI (Normed Fit Index)	≥ 0.90	0.904

Source. Segars and Grover (1993); Schermelleh-Engel, Moosbrugger, and Müller (2003); Bentler and Bonnet (1980).

The results of the path coefficient of the latent variables for the direct effects (DE), the indirect effect (IE), and total effect (TE), as shown in table 4 below.

First, the statistic result confirms H1 in that performance management has a direct positive effect on employees' perceived fairness.

On the other hand, the result rejects H2 because of the negative value of the path analysis of relationship with supervisor on employees' perceived fairness.

Then, the statistic result confirms H3 in that there is a direct positive effect from organizational culture on employees' perceived fairness.

And lastly, H4 has been confirmed that performance management has a positive effect on employees' perceived organization culture.

The results of Reliability Regression (R^2) of structural equation model of latent variables found that R^2 of RWS is 0.54, which means that the variables in the model can explain variance of relationship with supervisor in 54%, while the R^2 of OC is 0.58 explains that the variables in the model can explain variance of organizational culture in 58%, while R^2 of EPF is 0.78 means that the variables in the model can explain variance of employees' perceived fairness in 78%.

Table 4 Direct, Indirect, and Total Casual Effects

Endogenous Variables	Exogenous Variables									
	R^2	PMP			RWS			OC		
		TE	IE	DE	TE	IE	DE	TE	IE	DE
RWS	0.54	0.73**	-	0.73**	-	-	-	-	-	-
OC	0.58	0.76**	-	0.76**	-	-	-	-	-	-
EPF	0.78	0.82**	0.08**	0.74**	-	-	-	0.38**	-	0.38**
					0.28**	-	0.28**			

Note: ** $p < 0.05$

Discussion and Conclusion

The research results indicated that performance management practices and perceived organization culture have a positive direct effect on employees' perceived fairness, while relationship with supervisor has a negative effect on employees' perceived fairness.

First, the results emphasized the importance of performance management for the organization to enhance its EPF. Many organizations worldwide are aware of the importance of PMS and have been putting effort to get the best of their PMS by trying to close the claimed to be the biggest issue of PM, the linkage between the appraisal system and remuneration (Rowland & Hall, 2012). Many well-known companies (such as Adobe, Dell, Microsoft, IBM, Deloitte, Accenture, PwC, and GE, the role model of traditional appraisal, etc.) have eliminated their annual performance reviews, replacing them with instant and continuous feedback tied with more frequent rewards and recognition (Cappelli & Tavis, 2016), expecting that the frequency of performance feedback and rewards helps employees to realize and understand the linkage between their individual performance and the rewards received.

Second, the findings presented the significant influence of perceived organization culture on employees' fairness perception. Perceived organization culture not only directly affects employees' fairness perception, but also acts as an intervening variable influencing the relationship between performance management practices and employees' perceived fairness because organizational culture directly influences how the management designs and implements its organization management practices (Erkutlu, 2011). Employees in all four companies participated in this research perceived that their organizations have a hierarchical culture, which associated with highly formalized norms and procedures (Barabasz & Kuźmierz, 2014). Based on Hofstede's index, this organizational culture type is related to the power distance concept where group members believe that no individuals in this society type are equal and accept that power is distributed unequally (Ismail & Baki, 2017). When the culture norm suggests that individuals are not equal, the members of this organizational type tend to undersand unfairness and more easily accept the organization's various practices as fair.

Third, the statistical results of this study demonstrate that RWS has a negative effect on EPF. The practice of the performance management system emphasizes the exchange of interpersonal treatment and information/conversation between supervisors and employees (Aguinis, Joo, & Gottfredson, 2011), therefore, the correlation between RWS and EPF is expected. However, the negative effect as

indicated from this study is not common according to previous literature, which suggest the positive significant correlation between RWS and EPF, since supervisor's decisions and actions shape employees' justice perceptions (Malmrud, Falkenberg, Eib, Hellgren, & Sverke 2020), and supervisors are an important source for employees' fairness perceptions (Karam et al., 2019). Even though there are studies revealed that RWS is not significantly related to EPF, as some studies revealed that distributive justice is not related significantly with perceived supervisor support (DeConinck & Johnson, 2009; Mansour, 2014) and procedural justice is not related to employees' satisfaction with supervisor (Sudin (2011), but the negative effect from RWS to EPF is a new emerging.

The rationale behind the negative effect from RWS to EPF may be explained by that the most concentrated issue of PM is how to link appraisal results with the allocation of rewards and pay (Rowland & Hall, 2012). Since perceptual congruence of self-supervisor rating is important for trust (Carter & Mossholder, 2015) and performance evaluations (Wexley, Alexander, Greenawalt, & Couch, 1980). However, individuals are not good at evaluating themselves (Atwater et al., 1998) and social exchange theory explains that social relationships are based on trust and the belief that goodwill will be reciprocated (Blau, 1964). It can be explained that when an employee has a good relationship with his/her supervisor, he/she expects a goodwill in return, in this case are the good performance evaluation results and hence, the good level of rewards and pays. But if there is a difference of self-supervisor rating (low level of perceptual congruence of self-supervisor rating), a negative effect may be expected from RWS to EPF.

Limitations

There were some methodological limitations that should be considered when evaluating the results of this study. First, the structure of the samples used for the statistical analysis should be discussed. From the total 207 samples used in this study, the majority of them belonged to generation Y (75.40%) and most of them (68.10%) worked at the operational level. The overwhelming number of responses from generation Y and the operational level may have biased the results of the research, since if the sample is not the representative of the populations being

sampled, the accuracy of the research results could be affected (Shringarpure & Xing, 2014).

Second, using the instrument developed from the Western countries in order to assess the organizational culture typology in the Thai context may be inappropriate. Based on Hofstede's notion of the cross-cultural dimension (Hofstede, 1984), Thailand has the lowest masculinity ranking among the Asian countries, and this low score indicates that the Thais are less assertive and are passive in the non-Thai context (Pimpa, 2012). Assertiveness is one of the communication skills that involves expressing one's views and opinions honestly (Acharya, Sharma, & Nair, 2016), and therefore the low level of assertiveness on the part of the Thais may result in difficulty in expressing their true views and opinions. Since the OCAI is designed to assess and identify the culture type of an organization (Suderman, 2012; Wudarzewski, 2018), but it may not be a proper instrument to be used to study cultural typology as a contextual factor for performance management or fairness perception study in Thai context.

Lastly, examining the perception of fairness can be subjective and most people feel uncomfortable answering such questions (Goksoy & Alayoglu, 2013), and therefore the accuracy and reliability of the answers may be in doubt.

Recommendations for Practice

According to the statistic result from this study, it emphasizes the importance of positive influences of PMP and OC on EPF. Therefore, closing an important gap of PM system, the linkage between appraisal system and remuneration (Rowland & Hall, 2012), might be the first priority for HR practitioner to take into consideration. It is recommended that the more frequently and continuously feedback and rewards may enable employees to understand and see the linkage clearly. However, this concept may work well on an individual level, but it may be challenging regarding how it can be effectively practiced with teams and the organizational levels. It has been explained in the 2019 Deloitte Global Human Capital Trends that performance-based rewards are mostly used at the individual performance level, but it is still a challenge concerning how to clearly link rewards at the team and organizational levels (Volini et al., 2019).

Besides, as OC and PMP is also correlated to each other, and both OC and PMP have positive effect on EPF, therefore, PMP and OC should be taken into consideration on a holistic viewpoint when designing organization's PM system. Besides, the continuous assessment and adjustment are recommended for both PMS and OC on a holistic view point, since both PMS and OC not only positively influence on EPF, but also have their dyadic relationship between themselves. PMS needs to be continuously assessed and adjusted in order to ensure alignment with the organization's directions and critical success factors (Pulakos, 2004), while OC also needs to be evaluated and developed over time (Bellot, 2011) in order to ensure alignment with the organization's business stages and business characteristics (de-la-Garza-Carranza, Guzmán-Soria, & Mueller, 2011), the company's visions, values, and strategies (Suderman, 2012), and its members (Bellot, 2011).

Lastly, as RWS also influence EPF significantly, supervisors should be aware of how his/her behaviors and attitudes can influence EPF. Therefore, organizations should educate and groom the supervisor of how he/she should interact with employees so that to enhance EPF. Moreover, as the statistic result shows the negative effect from RWS to EPF, and this may be resulted from that the perceptual congruence of self-supervisor rating is important for trust (Carter & Mossholder, 2015). Hence, the two-way-communication feedback and performance evaluation results are recommended to reduce the level of disagreement in self-supervisor rating.

Recommendations for Future Research

First, future researchers may empirically test the proposed model in a variety of organizational settings in order to examine how PM practices, OC, and RWS affect employees' fairness perception. Study can be expanded further by linking employees' perceived PM fairness with other employee and organizational outcomes, such as employee engagement level, team performance, the organization' competitive capability, etc.

Second, the rationals to explain the negative effect from RWS to EPF is required and there is a need for further studies to investigate and confirm this negative effect. The model testing in other sectors in the power generation industry in Thailand or in other business sectors is recommended. Besides, the $R^2 = 0.54$ of RWS

implies that there might be other additional variable(s) to be taken into consideration, so that the variables in the model can explain variance of RWS better.

Third, as PMS is one of the management control systems that is based on the concept of control/flexibility and people/organization, the two pairs used as the basic concepts of the competing value framework (Henri, 2006), assessing organizational culture using the OCAI seems to be suitable for the studied model. However, the results from this research indicate that the OCAI may be an improper measurement instrument to be used in this study context, as the definitions, concepts, and its combinations of dimensions are still controversial and ambiguous (Schein, 1990; Bellot, 2011). There is the need to further investigate which organizational culture measurement instruments should be used when assessing OC in the Thai context, or to develop the OC measurement to be specifically used in the Thai context.

Lastly, mix-methods are recommended for future research. As using questionnaires or survey instruments to measure organizational culture may prejudice the dimensions to be studied (Schein, 1990), and measuring fairness perception can be subjective, most participants feel uncomfortable answering these types of questions (Goksoy & Alayoglu, 2013).

References

- Abdul Rashid, Z., Sambasivan, M., & Abdul Rahman, A. (2004). The influence of organizational culture on attitudes toward organizational change. *The Leadership & Organizational Development Journal*, 25(2), 161-179.
- Acharya, V. A., Sharma, PSVN., & Nair, S. (2016). Assertiveness in Indian context: Perspectives of women in Coastal Karnataka. *Online Journal of Health and Allied Sciences*, 15(2), 1-5.
- Aguinis, H. (2009). *Performance management* (2nd ed.). Pearson Prentice Hall.
- Aguinis, H., Joo, H., & Gottfredson, R. K. (2011). Why we hate performance management—And why we should love it. *Business Horizons*, 54(6), 503-507.
- The Association of Private Power Producers. (n.d.). *Member list*. Retrieved from http://www.appp.or.th/en/pdf/membership_EN.pdf

- Association of Southeast Asian Nations (ASEAN). (2020). *Economic impact of COVID-19 outbreak on ASEAN*. Retrieved from https://asean.org/storage/2020/04/ASEAN-Policy-Brief-April-2020_FINAL.pdf
- Atwater, L. E., Ostroff, C., Yammarino, F. J., & Fleenor, J. W. (1998). Self-other agreements: Does it really matter? *Personnel Psychology*, *51*, 577-598.
- Ayobami, A. P. & Eugene, O. O. (2013). Impact of perceived organizational justice on organizational commitment of a food and beverage firm in Nigeria. *International Journal of Humanities and Social Science*, *3*(14), 207-218.
- Azarin, Y. B. & Maghaddam, M. H. (2015). The relationship between organizational culture and justice among the staff of Youth and sport administration in QOM province. *Indian Journal of Fundamental and Applied Sciences*, *5*(S3), 1835-1839.
- Baloyi, S., Waveren, C. C., & Chan, K. Y. (2014). The role of supervisor support in predicting employee job satisfaction from their perception of the performance management system: A test of competing models in engineering environments. *South African Journal of Industrial Engineering*, *25*(1), 85-95.
- Barabasz, A, & Kuźmierz, M. (2014). Perception of organizational culture, commitment and loyalty of corporation employees. *Journal of Intercultural Management*, *6*(3), 17-35.
- Bellot, J. (2011). Defining and assessing organizational culture. *Nursing Forum*, *46*(1), 29-37.
- Bentler, P. M. & Bonett, D. G. (1980). Significant tests and goodness of fit in the analysis of covariance structures. *Psychological Bulletin*, *88*(3), 588-606.
- Bertalanffy, L. V. (1968). *General system theory: Foundation, development, application*. George Braziller.
- Blau, P. M. (1964). *Exchange and power in social life*. Transaction Publishers.
- Breevaart, K., Bakker, A. B., Demerouti, E., & van den Heuvel, M. (2015). Leader-member exchange, work engagement, and job performance. *Journal of Managerial Psychology*, *30*(7), 754-770.
- Brudan, A. (2010). Rediscovering performance management: Systems, learning and integration. *Measuring Business Excellence*, *14*(1), 109-123.
- Cameron, K. S. & Quinn, R. E. (2006). *Diagnosing and changing organizational culture: Based on the competing values framework*. Jossey-Bass.

- Cappelli, P. & Tavis, A. (2016, October). *Assessing performance: The performance management revolution*. Retrieved from <https://hbr.org/2016/10/the-performance-management-revolution>
- Carter, M. Z. & Mossholder, K. W. (2015). Are we on the same page? The performance effects of congruence between supervisor and group trust. *Journal of Applied Psychology, 100*(5), 1349-1363.
- Charoensuk, W. (2016). *The study of the appropriate elements of performance evaluation in an import-export company in Thailand* [Unpublished master's thesis]. Thammasat University, Bangkok.
- Chaudhry, A., Yuan, L., Hu, J., & Cooke, R. A. (2016). What matters more? The impact of industry and organizational factors on organizational culture. *Management Decision, 54*(3), 570-588.
- Cortina, J. M. (1993). What is coefficient alpha? An examination of theory and applications. *Journal of Applied Psychology, 78*(1), 98-104.
- DeCoster, J. (1998). *Overview of factor analysis*. Retrieved from <http://www.stat-help.com/notes.html>
- de-la-Garza-Carranza, M. T., Guzmán-Soria, E., & Mueller, C. B. (2011). Organizational culture profile of service and manufacturing businesses in México. *Revista Innovar Journal, 21*(40), 81-91.
- de Waal, A. A. & Van Der Heijden, B. I. (2015). The role of performance management in creating and maintaining a high-performance organization. *Journal of Organization Design, 4*(1), 1-11.
- Dewettinck, K. & van Dijk, H. (2013). Linking Belgian employee performance management system characteristics with performance management system effectiveness: Exploring the mediation role of fairness. *The International Journal of Human Resource Management, 24*(4), 806-825.
- Dillon, W. R. & McDonald, R. (2001). How to combine multiple items into a composite score. *Society for Consumer Psychology, 10*(1/2), 62-64.
- Dziuban, C. D. & Shirkey, E. C. (1974). When is a correlation matrix appropriate for factor analysis? Some decision rules. *Psychological Bulletin, 81*(6), 358-361.
- Ehtesham, U. M., Muhammad, T. M., & Muhammad, S. A. (2011). Relationship between organizational culture and performance management practices: A case of University of Pakistan. *Journal of Competitiveness, 4*, 78-86.

- El-Erian, M. A. (2020). *The coming coronavirus recession: And the uncharted territory beyond*. Retrieved from <https://www.foreignaffairs.com/articles/2020-03-17/coming-coronavirus-recession>
- Erkutlu, H. (2011). The moderating role of organizational culture in the relationship between organizational justice and organizational citizenship behaviors. *Leadership & Organization Development Journal*, 32(6), 532-554.
- Farndale, E., Hope-Hailey, V., & Kelliher, C. (2011). High commitment performance management: The roles of justice and trust. *Personnel Review*, 40(1), 5-23.
- Frey, L. R., Carl, H. B., & Gary, L. K. (1999). *Investigating communication: An introduction to research methods* (2nd ed.). Pearson Education Company.
- Friedman, B. D. & Allen, K. N. (2014). Systems theory. *Frameworks for Clinical Practice*. 1-20.
- Fulk, J., Brief, A. P., & Barr, S. H. (1985). Trust-in-supervisor and perceived fairness and accuracy of performance evaluation. *Journal of Business Research*, 13, 301-313.
- Gifford, J. (2016). *Could do better? Assessing what works in performance management*. Retrieved from https://www.cipd.co.uk/Images/could-do-better_2016-assessing-what-works-in-performance-management_tcm18-16874.pdf
- Goksoy, A. & Alayoglu, N. (2013). The impact of perception of performance appraisal and distributive justice fairness on employees' ethical decision making in paternalist organizational culture. *Performance Improvement Quarterly*, 26(1), 57-79.
- Gyeltshen, L. & Sawangmek, T. (2016). The factors of parent and family involvement affecting student academic performance in urban primary school of Bhutan. *Journal of Education Naresuan University*, 18(2), 254-263.
- Hair, J., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis* (7th ed.). Pearson Education International.
- Hancock, B., Hioe, E., & Schaninger, B. (2018, April). *The fairness factor in performance management*. Retrieved from <https://www.mckinsey.com/business-functions/organization/our-insights/the-fairness-factor-in-performance-management>

- Henri, J. F. (2006). Organizational culture and performance measurement systems. *Accounting, Organizations and Society, 31*, 77-103.
- Hinkle, D. E., Wiersma, W., & Jurs, S. G. (2003). *Applied statistics for the behavioral sciences* (5th ed.). Houghton Mifflin.
- Hoelter, J. W. (1983). The analysis of covariance structures: Goodness-of-fit indices. *Sociological Methods & Research, 11*(3), 325-344.
- Hofstede, G. (1984). Cultural dimensions in management and planning. *Asia Pacific Journal of Management, 1*, 81-99.
- Hofstede, G., Hofstede, G. J. & Minkov, M. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill.
- Ismail, M., & Baki, N. U. (2017). Organizational factors of justice and culture leading to organizational identification in merger and acquisition. *European Journal of Training and Development, 41*(8), 687-704.
- Jawahar, I. M. (2007). The influence of perceptions of fairness on performance appraisal reactions. *Journal of Labor Research, 28*(4), 735-754.
- Kagaari, J., Munene, J. C., & Ntayi, J. M. (2010). Performance management practices, employee attitudes and managed performance. *International Journal of Educational, 24*(6), 507-530.
- Kaiser, H. F., & Rice, J. (1974). Little Jiffy, Mark IV. *Educational and Psychological Management, 34*(10), 111-117.
- Kandula, S. R. (2006). *Performance management*. Prentice Hall of India.
- Karam, E. P., Hu, J., Davison, R. B., Juravich, M., Nahrgang, J. D., Humphrey, S. E., & DeRue, D. S. (2019). Illuminating the 'Face' of justice: A meta-analytic examination of leadership and organizational justice. *Journal of Management Studies, 56*(1), 134-171.
- Laudicina, P., McCaffrey, C. R., & Peterson, E. (2019). *Global economic outlook 2019-2023: On thin ice*. Retrived from <https://www.atkearney.com/web/global-business-policy-council/article/?a/global-economic-outlook-2019-2023-on-thin-ice>
- Lee, J. (2001). Leader-Member Exchange, perceived organizational justice, and cooperative communication. *Management Communication Quarterly, 14*(4), 574-589.

- Levy, P. E., Tseng, S. T., Rosen, C. C., & Lueke, S. B. (2017). Performance management: A marriage between practice and science-Just say I do. *Research in Personnel and Human Resource Management*, 35, 155-213.
- Lim, B. (1995). Examining the organizational culture and organizational performance link. *Leadership & Organization Development Journal*, 16(5), 16-21.
- Loew, L. (2015, February). *Performance management 2015: Coaching for development needed*. Retrieved from <https://www.ddiworld.com/search?searchTerm=Performance+management+2015%3A+Coaching+for+development+needed>
- McHugh, M. L. & Hudson-Barr, D. (2003). Descriptive statistics, part II: Most commonly used descriptive statistics. *Journal for Specialists in Pediatric Nursing*, 8(3), 111-116.
- Magee, K. C. (2002). *The impact of organizational culture on the implementation of performance management* [Doctoral dissertation]. Retrieved from ProQuest Dissertations and Theses database. (UMI No. 3047909)
- Malmrud, S., Falkenberg, H., Eib, C., Hellgren, J., & Sverke, M. (2020). Just what I see? Implications of congruence between supervisors' and employees' perceptions of pay justice for employees' work-related attitudes and behaviors. *Frontiers in Psychology*, 11(2069), 1-16.
- Mansour, M. (2014). Organization justice, support and trust: Evidence from Saudi companies. *Journal of Economics, Business and Management*, 2(1), 22-25.
- Mohrman Jr, A. M. & Mohrman, S. A. (1995). Performance management is running the business. *Compensation & Benefits Review*, (July-August), 69-75.
- Mone, E., Eisinger, C., Guggenheim, K., Price, B., & Stine, C. (2011). Performance management at the wheel: Driving employee engagement in organization. *Journal of Business and Psychology*, 26(2), 205-212.
- Ozili, P. & Arun, T. (2020). Spillover of COVID-19: Impact on the global economy. *SSRN Electronic Journal*, (November), 1-27. doi: 10.2139/ssrn.3562570
- Pimpa, N. (2012). Amazing Thailand: Organizational culture in the Thai public sector. *International Business Research*, 5(11), 35-42.
- Pulakos, E. D. (2004). *Performance management: A roadmap for developing, implementing and evaluating performance management systems*. Retrieved from <https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/Documents/Performance-Management.pdf>

- Pulakos, E. D., & O'Leary, R. S. (2011). Why is performance management broken? *Industrial and Organizational Psychology, 4*(2), 146-164.
- Reddy, A. (2011). Cultural dimensions & impact on performance management. *International Journal of Multidisciplinary Research, 1*(October), 300-311.
- Roch, S. G. & Shanock, L. R. (2006). Organizational justice in an exchange framework: Clarifying organizational justice distinctions. *Journal of Management, 32*(2), 299-322.
- Rovinelli, R. J. & Hambleton, R. K. (1977). On the use of content specialists in the assessment of criterion-referenced test item validity. *Dutch Journal of Educational Research, 2*, 49-60.
- Rowland, C. A. (2013). Managing team performance: Saying and paying. *International Journal of Organizational Analysis, 21*(1), 38-52.
- Rowland, C. A. & Hall, R. D. (2012). Organizational justice and performance: is appraisal fair? *EuroMed Journal of Business, 7*(3), 280-293.
- Rupp, D. E. & Cropanzano, R. (2002). The mediating effects of social exchange relationships in predicting workplace outcomes from multifoci organizational justice. *Organizational Behavior and Human Decision Processes, 89*, 925-946.
- Saratun, M. (2016). Performance management to enhance employee engagement for corporate sustainability. *Asia-Pacific Journal of Business Administration, 8*(1), 84-102.
- Schein, E. H. (1990). Organizational culture. *American Psychologist, 45*(2), 109-119.
- Schermelleh-Engel, K., Moosbrugger, H., & Müller, H. (2003). Evaluating the fit of structural equation models: Tests of significance and descriptive goodness-of-fit measures. *Methods of Psychological Research Online, 8*(2), 23-74.
- Segars, A. H. & Grover, V. (1993). Re-examining perceived ease of use and usefulness: A confirmatory factor analysis. *MIS Quarterly, 17*(4), 517-525.
- Sharma, N. P., Sharma, T., & Agarwal, M. N. (2016). Measuring employee perception of performance management system effectiveness: Conceptualization and scale development. *Employee Relations, 38*(2), 224-247.
- Shringarpure, S. & Xing, E. P. (2014). Effects of sample selection bias on the accuracy of population structure and ancestry inference. *G3, Genes, Genomes, Genetics, 4*, 901-911.

- Silva, M. R. & Caetano, A. (2014). Organizational justice: what changes, what remains the same?. *Journal of Organization Change Management*, 27(1), 23-40.
- Singh, A. (2013). Perceptions of software professionals regarding performance management process: An exploratory study. *The Journal for Decision Makers*, 38(2), 39-59.
- Steyn, R. (2017). How many items are too many? An analysis of respondent disengagement when completing questionnaires. *African Journal of Hospitality, Tourism and Leisure*, 6(2), 1-11.
- Streiner, D. L. & Norman, G. R. (2003). *Health measurement scales: A practical guide to their development and use*. Oxford University Press.
- Suderman, J. (2012). Using the organizational culture assessment (OCAI) as a tool for new team development. *Journal of Practical Consulting*, 4(1), 52-58.
- Thaweepaiboonwong, J. (2017). Effects of understanding and perceived fairness of performance appraisal on employee performance. *Business Review*, 9(1), 17-32.
- Volini, E., Schwartz, J., Roy, I., Hauptmann, M., Durme, Y. V., Denny, B., & Bersin, J. (2019). *2019 Deloitte global human capital trends: Organizational performance-It's a team sport*. Retrived from <https://www2.deloitte.com/content/dam/Deloitte/cz/Documents/human-capital/cz-hc-trends-reinvent-with-human-focus.pdf>
- Wexley, K. N., Alexander, R. A., Greenawalt, J. P., & Couch, M. A. (1980). Attitudinal congruence and similarity as related to interpersonal evaluations in manager-subordinate dyads. *Academy of Management Journal*, 23, 320-330.
- Williams, E. A., Scandura, T. A., Pissaris, S., & Woods, J. M. (2016). Justice perceptions, leader-member exchange, and upward influence tactics. *Leadership & Organization Development Journal*, 37(7), 1000-1015.
- Wudarzewski, G. (2018). Validation of Cameron and Quinn's organizational culture assessment instrument (OCAI) in polish conditions. *Central and Eastern European Journal of Management and Economics*, 6(1), 79-105.
- Yu, T. & Wu, N. (2009). A review of study on the competing values framework. *International Journal of Business and Management*, 4(7), 37-42.