

Performance Appraisal Fairness Perception and Its Relationship with Work Performance in Oil and Gas Companies

Dr. Elijah Olose

Grand Canyon University, United States

Abstract

The purpose of this quantitative study with a correlational-predictive design was to examine to what extent, if any, employee perceptions of performance appraisal Distributive Justice, Procedural Justice, and Interactional Justice predict Task Performance, Contextual Performance, and Counterproductive Work Behavior in Nigeria's oil and gas industry. Greenberg's organizational justice theory provided the foundation for this study. Three research questions referred to the impact of the three predictors, considered collectively and individually, on each of the three criteria. Primary data was collected via online survey from a convenience sample of 87 full-time employees of four major oil companies in Nigeria using two validated instruments: the Organizational Justice Scale, and Individual Work Performance Questionnaire. The results of three standard multiple linear regressions showed that employee perceptions of performance appraisal fairness, considered collectively, are statistically significant predictors of Contextual Performance ($F(3, 83) = 9.951, p < .001, \text{adj. } R^2 = .238$) and marginally significant predictors of Task Performance ($F(3, 83) = 2.723, p = .050, \text{adj. } R^2 = .057$). They did not significantly predict Counterproductive Work Behavior ($F(3, 83) = 1.449, p = .234, \text{adj. } R^2 = .015$). This study contributed new knowledge about the relationship between performance appraisal fairness and work performance in Nigeria's oil and gas industry.

Keywords: Organizational justice, distributive justice, procedural justice, interactional justice, perception of fairness, work performance, non-supervisory staff, oil and gas, Organizational Justice Scale, Individual Work Performance Questionnaire.