ABSTRACT

Toby E. Board, ALL IS NOT FAIR IN THE APPRAISALS OF PERFORMANCE: APPRAISALS, JUSTICE, AND WORK OUTCOMES. (Under the direction of Dr. Mark Bowler) Department of Psychology, January 2019

This study examined the moderating effect of core self-evaluation (CSE) on the relationship between perceptions of procedural performance appraisal justice (PAJ) and the components of engagement (vigor, dedication, and absorption) and burnout (emotional exhaustion, professional inefficacy, and cynicism). Both procedural PAJ and CSE significantly predicted all components of engagement and burnout. Specifically, higher levels of PAJ and CSE predicted higher engagement and lower burnout. Moreover, CSE significantly moderated the relationship between procedural PAJ and absorption such that high CSE individuals were less affected by procedural performance appraisal justice compared to that of low CSE individuals. Overall, the findings suggest two things: (1) having more procedurally just performance appraisal processes and high CSE employees should lead to more engaged and less burned out employees and (2) higher levels of core self-evaluation may play a critical mitigating role in the relationship between procedural PAJ perceptions and absorption.

ALL IS NOT FAIR IN APPRAISALS OF PERFORMANCE: APPRAISALS, JUSTICE, AND WORK OUTCOMES

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ALL IS NOT FAIR IN APPRAISALS OF PERFORMANCE: APPRAISALS, JUSTICE, AND WORK OUTCOMES

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CHAPTER I: INTRODUCTION

Performance appraisal, also known as performance evaluation or performance review, is an integral part of the human resource practices within an organization (Jawahar, 2007). These assessments provide supervisors with critical employee performance data that are used in making a myriad of organizational decisions (Steensma & Visser, 2007). Well-designed appraisal systems provide both employers and supervisors with valuable information, whereas poorly designed systems have numerous negative consequences including lower levels of motivation and decreased job performance (Folger, Konovsky, & Cropanzano, 1992). Moreover, poorly implemented appraisal systems have also been associated with lower levels of feedback acceptance, which in turn leads to higher levels of resistance from employees (Taylor, Tracy, Renard, Harrison, & Carroll, 1995). Resistance to an appraisal system can lead to low satisfaction with their employing organization, even lower levels of motivation, and increased turnover (Taylor, Tracy, Renard, Harrison, & Carroll, 1995). In contrast, employees are more likely to accept a system if the system is viewed as being "just", that is, when employees are well informed on what is being measured, agree on what should be measured, and it is fair and unbiased they are more likely to accept the process (Roberts, 2003).

Research suggests that perceptions of organizational justice are a key component associated with performance appraisal acceptance and resistance (Bretz, Milkovich, & Read, 1992; Erdogan, 2002). Although typically focused on general procedures and rewards (Barsky & Kaplan, 2007), justice perceptions specifically relating to performance appraisals have been associated with satisfaction in performance ratings, the performance appraisal systems, the rater, and the overall feedback from the appraisal (Jawahar, 2007, Thurston & McNall, 2010). Moreover, justice perceptions increase employees' perceived sense of control over the appraisal

process and outcomes, which in turn leads to an enhancement in their sense of psychological safety and self-worth (Kahn, 1990; Taylor, Tracy, Renard, Harrison, & Carroll, 1995).

An additional relevant set of potential outcomes of justice perceptions is engagement and employee burnout. Both engagement (i.e., the employee's overall commitment to the job), and burnout (i.e., the negative reaction to overwork and stress) are valued employee states commonly serving as focal points in organizational research (Gupta & Kumar, 2012; Kahn, 1990; Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002). More specifically, engagement has been shown to be positively associated with individual performance, organizational performance, productivity, a sense of trust, and a sense of security (Gupta & Kumar, 2012; Kahn, 1990; Rich, Lepine, & Crawford, 2010). In contrast, burnout has been negatively associated with job performance and positively associated with absenteeism, turnover, and overall job withdrawal (Demerouti, Bakker, & Leiter, 2014; Hockey, 1993; Maslach, Schaufeli, & Leiter, 2001; Wright & Cropanzano, 2000). Although they are separate constructs, both have been shown to be critical employee outcomes (Schaufeli et al., 2002).

Researchers have also suggested that certain individual differences may influence the perception processes used by employees to assess organizational injustices (Barsky & Kaplan, 2007). As individual differences can change an employee's sensitivity and perception to injustices, some employees may be more susceptible to organizational injustices than others (Van Hiel, De Cremer, & Stouten, 2008). For example, core self-evaluation (CSE) is an individual characteristic that causes this type of change in sensitivity. Specifically, it has been associated with an individual's level of comparison to others (Brown, Ferris, Heller, & Keeping, 2007). As noted by Shin and Sohn (2014), employees' social comparisons were related to their perception of distributive justice when the comparison specifically involved work. When

specifically looking at sensitivity to feedback, individuals with low CSE were more sensitive to both positive and negative feedback compared to that of high CSE individuals (McLarty & Whitman, 2016).

The study was designed to build on current research investigating the relationship between appraisal-related justice perceptions and work-related outcomes. Most notably, we focused on the relationship between procedural performance appraisal justice perceptions and the work outcomes of work engagement and burnout, as moderated by core self-evaluation. The goal of this research was to better understand the impact procedural justice perceptions have on employees' reactions to performance appraisals, as well as better understanding underlying mechanisms through which the relationship occurs.

Performance Appraisal

Performance appraisal is the process utilized by organizations to gather information regarding an employee's job-related tasks and work productivity (Lam & Schaubroeck, 1999). The overall goal is to facilitate managerial decision-making regarding personnel decisions (Fletcher, 2001). The systems are commonly used by organizations to make decisions involving pay raises, bonuses, terminations, and promotions (Nurse, 2005). Moreover, they are often implemented as a means of evaluating training and recruitment needs (Lam & Schaubroeck, 1999). Organizations may also use the results of these systems to evaluate their overall company performance to that of other companies (Chiang & Birch, 2010). Thus, these systems are ingrained across numerous organizational functions.

Though performance appraisal systems are common practice in most organizations and have been studied extensively, they are often poorly implemented (Ikramullah, Van Prooijen, Iqbal, & Ul-Hassan, 2016; Taylor, Tracy, Renard, Harrison, & Carroll, 1995). The effectiveness

of the systems can be influenced by multiple factors, such as the level of system credibility, fairness of the process, and application of the system (Schermerhorn, Hunt, & Osborn, 1997). Typical appraisal systems are rife with deficiencies (Claus & Briscoe, 2009; Ikramullah et al., 2016; Maley & Kramer, 2014). Common problems include a lack of a clear purpose, a lack of validity and reliability, a lack of objective measurement, and failure to meet past organizational expectations (Folger et al., 1992; Meyer, 1991). These deficiencies in the system can result in negative reactions by the appraised employees as well as resistance to the process and outcomes of the implemented system (Ikramullah et al., 2016; Keeping & Levy, 2004).

Not only is the effectiveness of the systems important, but the perceptions of the system held by the employees are salient as well (Dusterhoff, Cunningham, & MacGregor, 2014). Research has shown that positive perceptions of the appraisal process can lead to positive affectivity and increased job performance (Elicker, Levy, & Hall, 2006; Levy & Williams, 2004). Conversely, negative perceptions of the appraisal process can lead to job dissatisfaction, lower commitment, and higher turnover rates in an organization (Brown, Hyatt, & Benson, 2010; Dusterhoff et al., 2014). Thus, it is critical to consider an employee's perceptions of fairness involving the process and results of an implemented system. This concept of perceived fairness is known as organizational justice.

Organizational Justice

Organizational justice is the degree to which an employee perceives fairness in work outcomes (Barsky & Kaplan, 2007). Within the context of performance appraisals, organizational justice involves the link between a supervisor's decision-making process and the individual employee's perception of fairness involving the implementation and result of said process (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). Employees develop reactions and

attitudes from their perception of the procedures and results of implemented decision-making systems (Fischer, 2013). These perceptions of justice can be categorized into four different components: distributional, procedural, informational, and interpersonal. Overall, organizational justice has been associated with a number of different outcomes (Aryee, Walumbwa, Mondejar, & Chu, 2015). High perceptions of organizational justice have been associated with affective commitment, cooperation, and helpfulness. Conversely, organizational injustice has been linked to counterproductive work behaviors and revenge seeking behaviors (Bies & Tripp, 2001; Swalhi, Zhoulli, & Hofaidhllaoui, 2015). Procedural justice is the most studied and is often deemed the most influential component of an employee's fairness perceptions (Heslin & VandeWalle, 2011; Leventhal, 1980; Thibaut & Walker, 1975).

Arguably the most relevant component of organizational justice to PA is procedural justice. This component involves an employee's perception on the degree of fairness involving the process of decision-making (Heslin & VandeWalle, 2011; Thibaut & Walker, 1975). An employee bases these perceptions of fairness on whether a process is consistent, accurate and ethical, free of bias, allows for correction, and allows input from the employees (Leventhal, 1980). Researchers has shown that procedural justice may be the most impactful component of organizational justice on performance appraisals (Pichler, 2010; Pichler et al., 2016; Tuytens & Devos, 2012). More specifically, research has focused on reactive process theories, also known as procedural justice theory, which state that the fairer a process actually is, the higher perceptions of procedural justice will be, which in turn will lead to heighted acceptance of and positive reaction to the performance appraisal system as a whole (Pichler, 2010). This fairness is based off whether the appraisal is accurate, free of bias, and allows the appraised employee to have a "voice" (Thibaut & Walker, 1975). Recent research has focused on specific ways in

which procedural justice perceptions affect the performance appraisal system and reactions to the system. Tuytens and Devos (2012) found that procedural justice had a direct influence on feedback reactions in that processes deemed more just resulted in more positive reactions to feedback. They also found that procedural justice played a mediating role in the relationship between charismatic leadership and perceived feedback accuracy and utility. Furthermore, Pichler and colleagues (2016) found that individual-level perceptions of procedural justice mediated the relationship between the exchange quality between the appraiser and those being appraised as well as the reaction to the overall performance appraisal system.

Procedural justice has also been shown to be highly influential on employee's work outcomes. Studies have shown that higher levels of procedural justice result in more positive work outcomes, such as higher organizational commitment and job satisfaction, while lower levels result in more negative outcomes, such as employee withdrawal and burnout (Heslin & VandeWalle, 2011; Taylor, Tracy, Renard, Harrison, & Carroll, 1995). Heslin and VandeWalle (2011) found that employees' perceptions of the procedural justice in the appraisal systems predicted organizational citizenship behavior as well as organizational commitment. Additionally, Taylor and Colleagues (1995) found that procedurally just appraisal systems resulted in not only more positive reactions to lower evaluation but lower burnout intentions and satisfaction with the system. Moreover, Cropanzano and Wright (2011) found that higher levels of perceived justice were related to lower levels in all three burnout components – emotional exhaustion, depersonalization, and professional inefficacy –, turnover intentions, and overall turnover as well as higher levels of organizational commitment.

Recently, researchers have forwarded a new concept described as performance appraisal justice (Gupta & Kumar, 2012; Heslin & VandeWalle, 2011; Moliner, Martınez-Tur, Ramos,

Peiro & Cropanzano, 2008). Performance appraisal justice is described as the four-factor model of organizational justice specifically involving the evaluation of one's performance. In appraisal systems, distributive justice is the appraised employee's perceived fairness of their appraisal or rating when comparing their own appraisal outcome with that of their coworkers. Procedural justice in these systems involves the appraised employee's perceived fairness of the appraisal system process used to make decision or distribute outcomes. Interactional justice in appraisal systems involves the appraised employee's perceptions of whether they were treated fairly by the appraiser or supervisor in terms of respect and politeness. In performance appraisal systems, informational justice involves the appraised individual's perceived fairness of the interpersonal communication they receive from the appraiser or supervisor.

Overall, there is ample support showing that procedural justice perceptions are a highly influential factor involving performance appraisals. Procedural justice perceptions affect employee reactions to performance appraisal systems as well as employee's over work outcomes and states. More specifically, positive procedural justice perceptions results in higher levels of positive work outcomes, such as engagement and organizational commitment, and lower levels of negative work outcomes, burnout and turnover intentions.

Employee Engagement and Burnout

Two critical employee outcomes are engagement and burnout (Gruman & Saks, 2011; Kahn, 1990; Maslach et al., 2001). Originally developed by Kahn (1990), work engagement is the degree to which an employee is physically, cognitively, and emotionally committed to their job. An engaged employee will experience a sense of trust, security, meaning, and both physical and psychological competence in their position at an organization. Three main components have been found to be involved in employee engagement: vigor, dedication, and absorption. Vigor

refers to one's willingness to invest oneself into their work, high levels of energy, and resilience in difficult times, dedication can be characterized by a strong involvement in one's work as well as feelings of significance and pride in said work; and absorption refers to high levels of concentration on work, high levels of enjoyment from work, and a difficulty detaching oneself from work (Schaufeli et al., 2002; Schaufeli, Bakker, & Salanova, 2006). Employee engagement has been increasingly studied as a possible motivating factor involving employee performance (Gruman & Saks, 2011). Specifically, employee engagement appears to have a positive effect on individual performance, organizational performance, productivity, and retention (Gruman & Saks, 2011; Rich, Lepine, & Crawford, 2010).

Given the above relationships, promoting employee engagement should be of the utmost importance in an organization. A possible means of promoting engagement within an organization may be organizational justice, or the employee's perceived fairness of policies and procedures. Research involving organizational justice has shown a general positive relationship between organizational justice and employee engagement (Gupta & Kumar, 2012; Khuong & Dung, 2015; Lyu, 2016; Park, Song, & Lim, 2016). More specifically, research has evidenced a positive link between procedural justice and employee engagement (Ghosh & Sinha, 2014; Giumetti & Raymark, 2017; He, Zhu, & Zheng, 2014). Moreover, a potential relationship between performance appraisal justice and employee engagement has been noted (Moliner et al., 2008).

Although previous research has looked at the effect that performance appraisal procedural justice has on employee engagement, researchers have failed to look at the effect this has on the individual subfactors of engagement. Employee engagement consists of vigor, dedication, and absorption, all of which are positive employee characteristics that employers

desire their employees to have. These individual subfactors are highly related to one another, but may each be influenced differently by certain factors, which demonstrates a need for each individual subfactor to be studied independent of one another in this study.

Another possible reaction to perceptions of fairness may be employee burnout, or job burnout. In contrast to engagement, job burnout can be described as a negative reaction to prolonged exposure to job stressors (Maslach et al., 2001). Maslach and colleagues (2001) forwarded three aspects of job burnout: emotional exhaustion, depersonalization or cynicism, and the feeling of professional inefficacy. Burnout has been implicated in problematic work outcomes and is commonly paired with employee engagement when studied (Maricuţoiu, Sava, & Butta, 2016; Maslach et al., 2001).

Multiple researchers have noted a negative relationship between organizational justice and a multitude of unfavorable work outcomes, including burnout, counterproductive work behaviors, depression, embitterment, absenteeism, and health problems (Cropanzano & Wright, 2011; Fischer, 2013; Ford, 2014; Herr et al., 2016; Moliner, Martínez-Tur, Peiró, & Ramos, 2005; Sensky, 2010). Procedural justice has been the most commonly linked component of organizational justice to burnout (Liljegren & Ekberg, 2009; Tepper, 2001). Moreover, perceived procedural injustices adversely affect job satisfaction, trust, and performance, and additionally elevate counterproductive work behaviors and work-related stress, which are found to lead to burnout (Colquitt et al., 2001; Liljegren & Ekberg, 2009; Tepper, 2001).

Many of the problematic work outcomes listed above are especially prominent in the economically salient context of performance evaluations (Murphy & Cleveland, 1995). According to Folger and colleagues (1992), a fair performance appraisal involves: an employee receiving adequate notice of performance standards, an employee receiving frequent feedback,

the encouragement of employees to provide input and challenge any unfairness, and the suppression of biases in judgment. When a performance appraisal is perceived as unfair it may lead to problematic work outcomes, such as low performance, low levels of motivation, and job burnout (Folger et al., 1992).

Conversely, a positive relationship between performance appraisal justice and positive work outcomes has been found. In the context of appraisal systems, Panggabean (2001) showed that procedural justice is more influential than distributive justice in regard to job satisfaction. Additionally, procedural justice was found to be the best predictor of satisfaction with the appraisal process, which in turn was the best predictor of job satisfaction, performance, and organizational commitment (Panggabean, 2001). Pichler and colleagues (2016) noted that performance appraisal procedural justice has a strong positive correlation with employee satisfaction. Conversely, Gupta and Kumar (2012) found that procedural justice was not correlated with work engagement, whereas both distributive and informational justices demonstrated a significant relationship with engagement.

Unlike engagement, burnout's subfactors have a relatively strong body of research. Burnout consists of emotional exhaustion, depersonalization, and cynicism. These subfactors have been studied individually as well as a whole. Each individual subfactor may be independently influenced by certain factors while other subfactors may not, demonstrating a need for separate analyses to be conducted on each individual subfactor rather than burnout as a whole.

Core Self-Evaluation

Core self-evaluation is a general view individuals have of themselves with regard to their capabilities, competencies, abilities, and self-worth (Judge, Locke, & Durham, 1997). According

to Judge, Erez, Bono, and Thoresen (2003), core self-evaluation consists of four factors: self-esteem, generalized self-efficacy, neuroticism, and locus of control. Researchers have found that core self-evaluation is an antecedent of employee engagement and burnout (Hentrich, Zimber, Sosnowsky-Waschek, Gregersen, & Petermann, 2016; Lee & Ok, 2015; Wolpin, Burke, & Greenglass, 1991).

Multiple studies have focused on the relationship between core self-evaluation and organizational justice. Ramirez (2016) noted that both self-monitoring behavior and core self-evaluation moderated the indirect relationship between organizational justice and premeditated counter-productive work behaviors. Shin and Sohn (2015) found that individuals with low core self-evaluation and a high-performance approach reported lower levels of job satisfaction being mediated by distributed justice compared to other individuals.

Multiple studies noted a link between core self-evaluation and performance appraisals, though many of which were indirect associations (Ashford & Tui, 1991; Best, Stapleton, Downey, 2005; Ilies, De Pater, & Judge, 2007). Best and colleagues (2005) state that core self-evaluation influences an individual's perceptions of external events. Specifically, one's core self-evaluation influences how they interpret feedback (Best et al., 2008). Core self-evaluation has been found to be linked to negative feedback, which commonly occurs in appraisal systems (Ilies et al., 2007). Negative feedback has been shown to be more damaging to low core self-evaluation individuals compared to others due to the negative feedback reinforcing their preconceived negative view of themselves (Ilies et al., 2007; McCauley, Lombardo, & Usher, 1989). Conversely, negative feedback may positively affect individual with high core self-evaluation due to these individuals striving to better themselves through this negative feedback (Ilies et al., 2007). Additionally, researchers suggest that these high core self-evaluation

individuals are viewed as being effective, high performers due to their openness when receiving negative feedback from superiors (Ashford & Tsui, 1991; Ilies et al., 2007). Researchers have found that core self-evaluation interferes with an individual's ability to evaluate, accept, and respond to feedback in general (Ilies et al., 2007; Jussim, Yen, & Aiello, 1995). Negative feedback may oppose the self-perceptions of individuals with high core self-evaluation which in turn leads them to reject the critique (Ilies et al., 2007; Jussim et al., 1995).

Researchers forwarded that core self-evaluation may interact with multiple factors in the performance appraisal process (Chang, Ferris, Johnson, Rosen, & Tan, 2012). Ferris and colleagues (2011) found evidence showing that high core self-evaluation individuals may be more sensitive to positive stimuli and less sensitive to negative stimuli. These individuals with high core self-evaluation may view the performance appraisal system more favorably while low core self-evaluation individuals may view the performance appraisal system more negatively (Ferris et al., 2011). Furthermore, core self-evaluation has been found to be positively related to work engagement (Hentrich et al., 2016; Lee & Ok, 2015). Individuals with high levels of core self-evaluation tend to be more committed to goals and tend to have higher intrinsic motivation (Bakker, 2011). These high core self-evaluation individuals view their work differently than lower core self-evaluation individuals by finding positive aspects associated with the tasks which lead to higher levels of work engagement (Chang et al., 2012).

Researchers have also commonly viewed core self-evaluation as an important factor in burnout research (Li, Guan, Chang, & Zhang, 2014; Lian, Sun, Ji, Li, & Peng, 2014; Olwage, & Mostert, 2014). Researchers have found that the way we view ourselves, core self-evaluation, influences the way that we perceive stressful stimuli that occurs within organizations (Wolpin, Burke, & Greenglass, 1991). Findings from multiple studies state that individuals with higher

core self-evaluation tend to have lower levels of burnout (Best et al., 2005; Haines, Harvey, Durand, & Marchand, 2013; Olwage, & Mostert, 2014). Best and colleagues (2005) noted that core self-evaluation influences an individual's sensitivity to stress as a result of organizational constraints, which then leads to higher levels of burnout.

Hypothesis 1a: Procedural performance appraisal justice perceptions will be positively associated with all three engagement subfactors: vigor, dedication, and absorption.

Hypothesis 1b: Core self-evaluation will be positively associated with all three engagement subfactors: vigor, dedication, and absorption.

Hypothesis 2a: Procedural performance appraisal justice perceptions will be negatively associated with all three burnout subfactors: exhaustion, professional inefficacy, and cynicism.

Hypothesis 2b: Core self-evaluation will be negatively associated with all three burnout subfactors: exhaustion, professional inefficacy, and cynicism.

Hypothesis 3a: Core self-evaluation will moderate the relationship between procedural performance appraisal justice perceptions and all three components of engagement, such that as core self-evaluation increases, the relationship between procedural performance appraisal justice perceptions and all three components of engagement will decrease.

Hypothesis 3b: Core self-evaluation will moderate the relationship between procedural performance appraisal justice perceptions and all three components of burnout, such that as core self-evaluation increases, the relationship between procedural performance appraisal justice perceptions and all three components of burnout will decrease

CHAPTER II: METHODS

Participants

A total of 149 participants (*N* = 149) were collected for the study. The sample was collected using Amazon Mechanical Turk. Amazon Mechanical Turk is a crowdsourcing internet marketplace where researchers can conduct research using a diverse pool of online participants that can be filtered to fit the specific study. The sample was reduced to 123 participants after filtering out participants who took less than 3 minutes on the questionnaire, or roughly 3 seconds per question. Participants were adults, 18 years or older, who worked in the United States. Informed consent was obtained online via Amazon Mechanical Turk. Participants in the study were compensated for their participation based on the time it takes to complete the survey, approximately 15 minutes. The rate at which they were compensated was the equivalent of minimum wage. Participants' mean age was 36.13 years old (*SD* = 10.06), reported working an average of 42.67 hours per week (*SD* = 6.46), and reported having worked at their companies an average of 5.56 years (*SD* = 3.81). The sample was a majority male (56.1%). The participant's reported their race as White or Caucasian (86.2%), Black or African-American (8.1%) and Asian or Asian-American (5.7%). For ethnicity, the sample consisted of Hispanic (9.8%) and non-Hispanic (90.2%). Participants' reported that their work industries were natural resources and mining (0.8%), construction (4.9%), manufacturing (5.7%), trade (5.7%), transportation (1.6%), utilities (2.4%), information (14.6%), financial activities (4.1%), professional and business services (19.5%), education (5.7%), health services (14.6%), leisure and hospitality (8.1%), and other (12.2%).

Measures

Performance Appraisal Organizational Justice. An adapted version of Organizational Justice Scale (Colquitt, 2001) was used to measure the four components of organizational justice: distributive, procedural, interpersonal, and informational. The adapted questionnaire consists of 17 items that are rated on a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. A sample item would be "I have influence over the outcomes of performance appraisal procedures." The overall scale is scored by summing all items, with higher scores indicative of higher performance appraisal justice perceptions. The scale showed high internal consistency with a Cronbach's alpha of 0.95. Acceptable levels of internal consistency were attained for each of the four subscales: $\alpha_{\text{procedural justice}} = .81$, $\alpha_{\text{interpersonal justice}} = .92$, $\alpha_{\text{informational justice}} = .87$, and $\alpha_{\text{distributive justice}} = .91$.

Core Self-Evaluation. The Core Self-Evaluations Scale (CSES; Judge et al., 2003) was used to measure core self-evaluation. Judge and colleagues created the CSES as a brief, valid measurement of core self-evaluation. They found that core self-evaluation can be split into four factors: self-esteem, emotional stability, general self-efficacy, and locus of control (Judge et al., 2003). The CSES consists of 12 items that are rated on a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. A sample item would be "When I try, I generally succeed." After accounting for reverse scored items, the items are summed together, with a higher score indicating higher core self-evaluation (Gardner & Pierce, 2009; Judge et al., 2003; Sheykhshabani, 2011). The CSES showed high internal consistency with a Cronbach's alpha of .84.

Work Engagement. A shortened version (UWES-9; Schaufeli, et al., 2006) of the original Utrecht Work Engagement Scale (UWES-17; Schaufeli & Bakker, 2003) was used to measure employee work engagement. The UWES-17 consisted of 17 questions involving three

dimensions: vigor, dedication, and absorption. The UWES-9 shortened the original scale to 9 items while keeping the same 3 dimensions. The UWES items are rated on a 7-point rating scale ranging from 0 = Never/Never to 6 = Always/Every Day. The measure is scored by summing the items, with higher scores indicative of higher levels of work engagement. The UWES-9 has been found to have strong internal consistency ranging from 0.85 to 0.92 (Seppälä et al., 2009; Schaufeli, et al., 2006, 2006). The UWES-9 displayed acceptable levels of internal consistency for each of the three subfactors ($\alpha_{vigor} = .86$, $\alpha_{dedication} = .92$, and $\alpha_{absorption} = .83$).

Burnout. The Maslach Burnout Inventory General Survey (MBI-GS; Schaufeli et al., 1996) was used to measure employee burnout. The MBI-GS is a 15-item, shortened version of the original Maslach Burnout Inventory (MBI; Maslach & Jackson, 1981). The MBI-GS was found to have strong internal consistency as evidenced by a Cronbach's alpha of .93. The MBI-GS displayed acceptable levels of internal consistency for all three of the subfactors ($\alpha_{exhaustion} = .95$, $\alpha_{professional\ inefficacy} = .81$, and $\alpha_{cynicism} = .91$).

Control Variables. Participant sex, race, age, and tenure at company were tested to identify whether or not they needed to be deemed control variables. Participant sex was modeled as a categorical variable (1 = male, 2 = female). Participant race was modeled as a categorical variable (1 = White, 2 = Non-White), whereas participant age and tenure were both modeled as continuous variables. Mean differences in the categorical variables, sex and race, were analyzed using *t*-tests. T-tests showed no significant sex differences in vigor ($t(121) = -.54$, $p = .590$), dedication ($t(121) = .06$, $p = .953$), absorption ($t(121) = .24$, $p = .81$), emotional exhaustion ($t(121) = -1.57$, $p = .120$), professional inefficacy ($t(121) = .83$, $p = .41$), or cynicism ($t(121) = .14$, $p = .886$). T-tests showed no significant differences between races in vigor ($t(121) = -.35$, $p = .727$), dedication ($t(121) = 1.08$, $p = .281$), absorption ($t(121) = .52$, $p = .605$), emotional

exhaustion ($t(121) = -.24$, $p = .809$), professional inefficacy ($t(121) = -1.50$, $p = .137$), or cynicism ($t(121) = -.24$, $p = .808$). Correlations were used to test for demographic differences in the continuous variables of tenure and age. Correlations showed no significant correlation of age with vigor ($r = .09$, $p = .320$), dedication ($r = .13$, $p = .156$), absorption ($r = -.01$, $p = .934$), emotional exhaustion ($r = -.11$, $p = .247$), or cynicism ($r = -.07$, $p = .465$). However, age was significantly negatively correlated with professional inefficacy ($r = -.21$, $p = .020$) resulting in age being added to all tested models. Correlations showed no significant relationship of age with vigor ($r = -.06$, $p = .530$), dedication ($r = .02$, $p = .840$), absorption ($r = -.05$, $p = .569$), emotional exhaustion ($r = -.09$, $p = .305$), professional inefficacy ($r = .04$, $p = .660$), or cynicism ($r = -.05$, $p = .618$).

CHAPTER III: RESULTS

Multiple linear regression analyses were used to develop models for predicting vigor, dedication, absorption, emotional exhaustion, professional inefficacy, and cynicism from employees' procedural performance appraisal justice perceptions and employees' core self-evaluation. Basic descriptive statistics and regression coefficients are shown in Table 1.

Procedural justice had a significant positive zero-order correlation with vigor (r = .53, p < .001), thus, supporting Hypothesis 1a. Core self-evaluation had a significant positive zero-order correlation with vigor (r = .45, p <.001), thus, supporting Hypothesis 1b. Moreover, as displayed in Table 2 both procedural justice and CSE had significant (p <. 05) partial effects in the full model while age did not have a significant partial effect. The three-predictor model was able to account for 35% of the variance, $F(3, 119) = 21.33$, $p < .001$. The interaction effect for procedural performance appraisal justice by CSE was added to the models in a second block. The interaction did not add a significant amount of variance, ΔR^2 = .006 or 0.6% variance, to the original model involving vigor. Thus, Hypothesis 3a was not supported.

Procedural justice had a significant positive zero-order correlation with dedication (r = .61, p < .001), thus, supporting Hypothesis 1a. Core self-evaluation had a significant positive zero-order correlation with dedication (r = .57, p <.001), thus, supporting Hypothesis 1b. Moreover, as seen in Table 3 both procedural justice and CSE had significant (p <.05) partial effects in the full model while age did not have a significant partial effect. The three-predictor model was able to account for 50% of the variance, $F(3, 119) = 40.36$, $p < .001$. The interaction did not add a significant amount of variance, $\Delta R^2 < .001$ or less than 0.1% variance, to the original model involving dedication. Thus, Hypothesis 3a was not supported.

Procedural justice had a significant positive zero-order correlation with absorption (r = .49, p < .001), thus, supporting Hypothesis 1a. Core self-evaluation had a significant positive zero-order correlation with absorption (r = .44, p <.001), thus, supporting Hypothesis 1b. Moreover, as seen in Table 4 both procedural justice and CSE had significant (p <.05) partial effects in the full model while age did not have a significant partial effect. The three-predictor model was able to account for 32% of the variance, $F(3, 119) = 18.21$, $p < .001$. The interaction effect for procedural performance appraisal justice by CSE was added to the models in a second block. The interaction significantly added variance, $\Delta R^2 = 0.042$ or 4.2% variance, to the original model involving absorption. Thus, Hypothesis 3a was partially supported.

Procedural justice had a significant negative zero-order correlation with emotional exhaustion (r = -.46, p < .001), thus, supporting Hypothesis 2a. Core self-evaluation had a significant negative zero-order correlation with emotional exhaustion (r = -.53, p <.001), thus, supporting Hypothesis 2b. Moreover, as seen in Table 5 both procedural justice and CSE had significant (p < .05) partial effects in the full model while age did not have a significant partial effect. The three-predictor model was able to account for 36% of the variance, $F(3, 119) = 22.60$, $p < .001$. The interaction effect for procedural performance appraisal justice by CSE was added to the models in a second block. The interaction did not add a significant amount of variance, $\Delta R^2 = .009$ or 0.9% variance, to the original model involving emotional exhaustion. Thus, Hypothesis 3b was not supported.

Procedural justice had a significant negative zero-order correlation with professional inefficacy (r = -.49, p < .001), thus, supporting Hypothesis 2a. Core self-evaluation had a significant negative zero-order correlation with professional inefficacy (r = -.59, p <.001), thus, supporting Hypothesis 2b. Moreover, as seen in Table 6 both procedural justice, CSE, and age

had significant ($p < .05$) partial effects in the full model. The three predictor model was able to account for 45% of the variance, $F(3, 119) = 32.95$, $p < .001$. The interaction effect for procedural performance appraisal justice by CSE was added to the models in a second block. The interaction did not add a significant amount of variance, $\Delta R^2 = .013$ or 1.3% variance, to the original model involving professional inefficacy. Thus, Hypothesis 3b was not supported.

Procedural justice had a significant negative zero-order correlation with cynicism ($r = -.52$, $p < .001$), thus, supporting Hypothesis 2a. Core self-evaluation had a significant negative zero-order correlation with cynicism ($r = -.59$, $p < .001$), thus, supporting Hypothesis 2b. Moreover, as seen in Table 7 both procedural justice and CSE had significant ($p < .05$) partial effects in the full model while age did not have a significant partial effect. The three predictor model was able to account for 44% of the variance, $F(3, 119) = 31.73$, $p < .001$. The interaction effect for procedural performance appraisal justice by CSE was added to the models in a second block. The interaction did not add a significant amount of variance, $\Delta R^2 = .001$ or 0.1% variance, to the original model involving professional inefficacy, thus, Hypothesis 3b was not supported.

CHAPTER IV: DISCUSSION

The present study sought to investigate the moderating effect of CSE on the relationship between procedural PAJ and both work engagement and job burnout. Firstly, it was found that CSE only moderates the relationship between procedural performance appraisal justice and absorption. As seen in Figure 1, high CSE individuals had a weaker relationship between procedural PAJ and absorption showing that higher levels of CSE mitigates the effects that procedural justice has on absorption. No other interactions were found to significantly affect the relationship between procedural performance appraisal justice and the components of engagement – vigor or dedication – or burnout – emotional exhaustion, professional inefficacy, and cynicism. This shows that core self-evaluation may mitigate the negative effects of procedural injustices but only affecting specific work outcomes. An explanation for the failure to fully support Hypothesis 3a or 3b may be the use of CSE as a moderator rather than the individual subfactors (self-esteem, emotional stability, generalized self-efficacy, and locus of control). Recent research conducted by Chen (2012) criticized the construct of core self-evaluation. Chen argues that there is an abundant amount of literature supporting the predictive validity of CSE, but the construct has weak convergent and discriminant validity. Chen goes on to argue that these constructs may be stronger separate than combined (Chen, 2012). Further support for the use of the individual subfactors comes from Judge and Bono (2001) in which they discuss how self-efficacy was highly correlated with job satisfaction while locus of control had a low correlation with job satisfaction. This provides evidence that each component of CSE may exhibit different associations with specific work outcomes. Furthermore, Johnson and colleagues (2008) also openly criticized the use of a single CSE construct in favor of using each subfactor individually.

Additionally, it was found that both procedural performance appraisal justice and core self-evaluation significantly predicted engagement. This showed that both an employee's perceptions of fairness involving the performance appraisal process and their own core self-evaluation are important factors in their level of work engagement. More specifically, higher levels procedural appraisal justice and high levels of core self-evaluation predicted higher levels of vigor, dedication, and absorption. It was also found that both procedural performance appraisal justice and core self-evaluation significantly predicted burnout. This shows that both an employee's perceptions of fairness involving the performance appraisal process and their own core self-evaluation are important factors in their level of job burnout. More specifically, higher levels of procedural performance appraisal justice and high levels of core self-evaluation predicted lower levels of emotional exhaustion, professional inefficacy, and cynicism.

The results of this study support past research that showed procedural justice being one of the most important components in regard to performance appraisals (Heslin & VandeWalle, 2011; Pichler et al., 2016; Taylor, Tracy, Renard, Harrison, & Carroll, 1995). To employees, procedural justice can be seen as the reasoning and proof behind the performance appraisal results they receive. Core self-evaluation moderating the relationship between procedural PAJ and absorption was the main finding of the study. Absorption can be defined as an employee being fully happily engrossed in their job (Schaufeli, 2012). This finding is likely due to the individuals high in core self-evaluation being able to accept negative feedback regardless of how fair the process seems, whereas those low in core self-evaluation are likely more critical on themselves and the unfair procedures result in support of their negative self-criticisms. This results in employees remaining happily engrossed in their jobs regardless of the whether the

appraisal procedures were just because they already have high praise for themselves regardless of what external appraises claim.

Overall, our study shows the impact of procedural justice in performance evaluations on the salient work outcomes of engagement and burnout as well as the influence that an employee's core self-evaluation can have on that relationship. Poorly made performance appraisal systems often result in them being seen as unjust. This perceived injustice can result in lower levels of employee engagement and an increase in their burnout, as shown by our regression results. It seems that higher levels of core self-evaluation may mitigate the negative outcomes and proliferate the positive outcomes in certain situations, such as our interaction findings involving absorption in work.

Additionally, our study has mixed findings in regard to whether or not engagement and burnout are direct opposite constructs that may not need to be separated. Our main findings counter the findings by Cole, Walter, Bedeian, and O'Boyle (2012) and support the findings by Leiter and Maslach (2017) in that our regression results show that each component of engagement and burnout may be predicted by procedural justice. Our correlational analyses show a significant negative correlation between the components of engagement and the components of burnout (r = -.37 to -.70), but do not provide evidence that they are directly inverse constructs.

Practical Implications

The results of this study are salient for current and future organizations. In general, our results show the importance of procedural justice and core self-evaluation in predicting work outcomes as well as the possible mitigating role that core self-evaluation may play in the relationship between procedural PAJ and both engagement and burnout. Unfortunately,

performance appraisal injustice is more common that one would hope. The study's findings suggest that procedural performance appraisal injustices negatively affect the appraised employees. Additionally, the results show that these injustices may be mitigated by individual characteristics, in this case core self-evaluation. It may be important to research more individual characteristics that may mitigate the negative effects that low levels of PAJ can cause.

As evidenced by the results of this study, making performance appraisal systems procedurally just should be a priority. In performance appraisal systems it is important for supervisors, or the assessors, to follow a fair process, keep the employee informed, and treat them with respect and dignity when giving them feedback. The procedures used in the performance appraisal systems should be consistent and allow for employee input. The assessors should avoid biases and also allow the assessed employees to have a "voice" by providing input during the appraisal process.

According to our study, supervisors should also be aware of their employees' level of CSE. It is likely that the employees that are higher in CSE will portray themselves as more competent due to higher feelings of professional efficacy, more confident due to higher levels of self-esteem, and more in control of their outcomes due to an internal locus of control. These high CSE individuals will likely be more engaged and less burned out than employees with lower levels of CSE.

Overall, the results of our study indicates the importance of performance appraisals being procedurally just and employees having high levels of core self-evaluation due to the positive impact this has on employees' engagement and symptoms of burnout. Organizations should use less resources on creating a difficult and complex performance appraisal system and instead

focus on ensuring that the system is procedurally just by mitigating any biases and allowing the assessed employees to have a voice during the appraisal process.

Limitations and Future Research

A major limitation of this study is its reliance on cross-sectional data. The data were collected at a single point in time and lack consideration of temporal changes. We used an online source to gather the data and received the responses in a very short amount of time. Though convenient, assessing both dependent variables and predictors at the same time does not show evidence of a temporal relationship between the dependent variables and the predictors. A longitudinal or experimental study would have been more robust and should be considered for future research if possible. These alternative study types would gather the predictors and dependent variables at different times allowing for better prediction of causal effects.

An additional limitation was the reliance on self-report measures to assess engagement, performance appraisal justice, burnout, and core self-evaluation. The use of self-report measures in this study could potentially lead to issues in method variance that may inflate the findings. Harman's single factor test was used to test whether common method variance was an issue. The single factor test showed that only 39% of our items loaded into one factor, which is sufficiently lower than the recommended 50% cutoff. Self-report measures may also suffer from honesty issues. When participants self-analyze, they may distort their responses in an attempt to appear more positive. Additionally, some participants may be unable to use introspection efficiently resulting in unintentional dishonesty in their responses simply because they may view themselves differently than they truly are. For example, an individual may report being very engaged in their work because they neglect to accept that they are actually experiencing burnout

symptoms or may believe their feelings of burnout are normal due to their peers feeling similarly.

Finally, the small sample size used in this study may be a limitation. Only 149 responses were collected and only 123 used due to participants taking too short of time on the questionnaire. Fortunately, using Amazon MTurk, we were able to gather these responses with validity checks and without any missing data. This allowed us to not only collect complete data, but also to differentiate between individuals who thoroughly read the questionnaire and those who did not. Though this small sample is adequate for the current study, a larger sample would have allowed more robust analyses (e.g. SEM) to be used on the data. Structural equation modeling is a more robust path analysis that is more effective at measuring moderating effects. Future research should attempt to get a much larger sample if possible. Our small sample did not allow us to group our participants into groups of interest. For example, we gathered information on the participants' industries, but were unable to use this information due to the small sample. If a large enough sample was collected, one would be able to analyze possible differences between specific industries. The ability to split the sample into groups would give us a better understanding of what specific industries may experience certain types of organizational justice, rely more heavily on core self-evaluation to cope with injustice, and which industries report a higher level of engagement and lower level of burnout. Alternatively, being able to gather a large amount of data on a single company or industry would allow us to analyze the data on the basis of job titles or departments.

Our sample also suffered from a lack of racial and ethnic diversity. Though nearly equally split on sex, our sample primarily featured White, non-Hispanic participants which may limit the generalizability of our findings to the actual workforce. Future research should attempt

to acquire a more diverse and generalizable sample. Additionally, our sample also suffered from a wide diversity in industry. This likely means that participants likely experienced a variety of performance appraisal systems and, in turn, may have harbored different expectations with regard to these systems as well as perceptions of fairness. Future research should investigate whether different types of performance appraisal systems, such as 360-degree feedback and peer ratings, have differing levels of organizational justice and differing work outcomes as well.

It is also important to mention that the subfactors of core self-evaluation were not used in the study. Although the subfactors were gathered in the study, we were unable to utilize this data due to the sample size being too small. The addition of these subfactors would have increased the complexity of the analyses but may have also brought to light additional moderating effects of CSE on the relationship between PAJ and the work outcomes. Core self-evaluation can be broken into four factors: self-esteem, emotional stability, generalized self-efficacy, and locus of control. Each of these subfactors could play a specific role in not only the moderation of the relationships, but also in predicting the work outcomes. It is likely that work-related subfactors, such as professional inefficacy and locus of control, could play a major role in the moderating effect of CSE. It would be expected that individuals who have higher feelings of professional inefficacy and higher feelings of locus of control would be less affected by performance appraisal organizational injustices resulting in more positive or less negative work outcomes. Future research should investigate each subfactor of CSE to get an understanding of which specific subfactor (e.g. locus of control) leads to the mitigating effects found in this study.

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Appendix A: Tables

Table 1.
Zero-order Correlations between all Model Variables

Item		Mean	SD	1	2	3	4	5	6	7	8	9
1.	Procedural Justice	3.71	.88	(.81)								
2.	CSE	3.63	.67	.40*	(.84)							
3.	Vigor	4.65	1.40	.53*	.45*	(.86)						
4.	Dedication	4.96	1.46	.61*	.57*	.80*	(.92)					
5.	Absorption	4.98	1.26	.49*	.44*	.75*	.80*	(.83)				
6.	Emotional Exhaustion	3.80	1.61	-.46*	-.53*	-.53*	-.48*	-.37*	(.95)			
7.	Professional Inefficacy	2.40	1.02	-.49*	-.59*	-.60*	-.67*	-.64*	.47*	(.81)		
8.	Cynicism	3.21	1.65	-.52*	-.59*	-.62*	-.70	-.56	-.71	-.63	(.91)	
9.	Age	36.13	10.06	-.01	.10	.09	.13	-.01	-.11	-.21*	-.07	-

Notes. $N = 123$, * $p < .01$. CSE = Core Self-evaluation

Table 2.
Regression Results for Vigor

Block of Predictors	β	sr^2	T	p	LLCI	ULCI	VIF	ΔR^2
First Block:								.350
PAJ-P**	.41	.14	5.13	<.001	.40	.91	1.19	
CSE*	.28	.07	3.45	.001	.25	.92	1.21	
Age	.06	.00	.86	.392	-.01	.03	1.01	
Second Block:								.006
PAJ-PxCSE	-.08	.01	-1.11	.270	-.47	.13	-	

Notes. $N = 123$, * $p < .05$; ** $p < .001$. PAJ = Performance Appraisal Justice; PAJ-P = Procedural Performance Appraisal Justice; CSE = Core Self-evaluation

Table 3.

Regression Results for Dedication

Variables	*B*	sr^2	*t*	*p*	LLCI	ULCI	VIF	ΔR^2
First Block:								.496
PAJ-P**	.45	.17	6.43	<.001	.52	.98	1.19	
CSE**	.38	.12	5.39	<.001	.52	1.13	1.21	
Age	.09	.01	1.41	.160	-.01	.03	1.01	
Second Block:								.000
PAJ-PxCSE	-.01	.00	-.18	.854	-.30	.25	-	

Notes. $N = 123$, * $p < .05$; ** $p < .001$. PAJ = Performance Appraisal Justice; PAJ-P = Procedural Performance Appraisal Justice; CSE = Core Self-evaluation

Table 4.

Regression Results for Absorption

Variables	*B*	sr^2	*t*	*p*	LLCI	ULCI	VIF	ΔR^2
First Block:								.315
PAJ-P**	.38	.12	4.53	<.001	.30	.77	1.19	
CSE**	.29	.07	3.53	.001	.24	.86	1.21	
Age	-.04	.00	-.47	.641	-.02	.01	1.01	
Second Block:								.042
PAJ-PxCSE	-.20	.04	-2.61	.010	-.63	-.09	-	

Notes. $N = 123$, * $p < .05$; ** $p < .001$. PAJ = Performance Appraisal Justice; PAJ-P = Procedural Performance Appraisal Justice; CSE = Core Self-evaluation

Table 5.

Regression Results for Emotional Exhaustion

Variables	β	sr^2	t	p	LLCI	ULCI	VIF	ΔR^2
First Block:								.363
PAJ-P**	-.30	.08	-3.75	<.001	-.84	-.26	1.19	
CSE**	-.41	.14	-5.08	<.001	-1.36	-.60	1.21	
Age	-.07	.00	-.88	.381	-.03	.01	1.01	
Second Block:								.009
PAJ-PxCSE	-.10	.01	-1.30	.196	-.57	.12	-	

Notes. $N = 123$, * $p < .05$; ** $p < .001$. PAJ = Performance Appraisal Justice; PAJ-P = Procedural Performance Appraisal Justice; CSE = Core Self-evaluation

Table 6.

Regression Results for Professional Inefficacy

Variables	β	sr^2	t	p	LLCI	ULCI	VIF	ΔR^2
First Block:								.454
PAJ-P**	-.32	.08	-4.27	<.001	-.54	-.20	1.19	
CSE**	-.45	.17	-6.00	<.001	-.90	-.46	1.21	
Age*	-.17	.03	-2.42	.017	-.03	-.00	1.01	
Second Block:								.013
PAJ-PxCSE	.12	.01	1.68	.095	-.03	.37	-	

Notes. $N = 123$, * $p < .05$; ** $p < .001$. PAJ = Performance Appraisal Justice; PAJ-P = Procedural Performance Appraisal Justice; CSE = Core Self-evaluation

Table 7.

Regression Results for Cynicism

Variables	*B*	sr^2	*t*	*P*	LLCI	ULCI	VIF	ΔR^2
First Block:								.444
PAJ-P**	-.34	.09	-4.51	<.001	-.90	-.35	1.19	
CSE**	-.46	.17	-6.06	<.001	-1.48	-.75	1.21	
Age	-.02	.00	-.31	.754	-.03	.02	1.01	
Second Block:								.001
PAJ-PxCSE	-.02	.00	-.32	.747	-.38	.27	-	

Notes. $N = 123$, * $p < .05$; ** $p < .001$. PAJ = Performance Appraisal Justice; PAJ-P = Procedural Performance Appraisal Justice; CSE = Core Self-evaluation

Appendix B: Figures

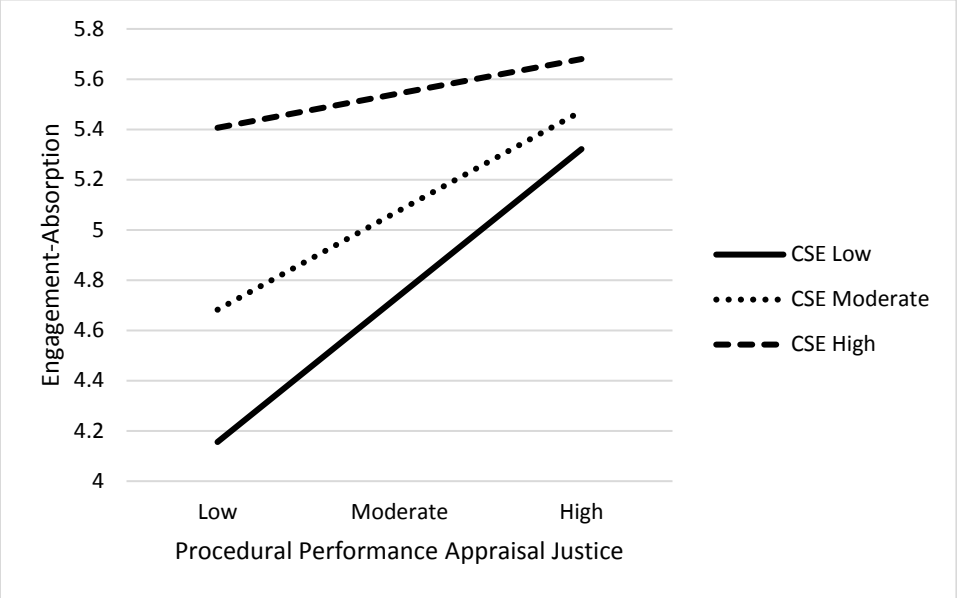

Figure 1. CSE Moderates the Relationship between Procedural PAJ and Work Absorption

APPENDIX C: INFORMED CONSENT

You are being invited to participate in a research study titled "All is Not Fair in Appraisals of Performance: Performance Appraisal Justice and its Influence on Work Outcomes" being conducted by Dr. Mark Bowler, a psychologist at East Carolina University (ECU). You must be 18 years or older to participate in this study; individuals under the age of 18 are not eligible to participate. The overall goal is to survey ~300 individuals who are currently working more than twenty hours per week. The survey will take approximately 15 minutes to complete and completing this survey will award the listed wage of $2.00. It is hoped that this information will assist us in better understanding how an employee's perceptions of fairness involving performance appraisals impacts work engagement and burnout. Thus, the survey will measure relevant psychological and demographic characteristics with regard to their impact on work engagement and employee burnout. Your participation in the research is voluntary. You may choose not to answer any or all questions, and you may stop at any time. There is no penalty for not taking part in this research study, though you will not be paid for your time unless the survey is completed appropriately. Additionally, please note that this study contains a validity check to ascertain the authenticity of participant responses. Those participants who are deemed to be answering insincerely will not be awarded payment. Please contact Dr. Mark Bowler (bowlerm@ecu.edu; 252-328-0013) if you have any research related questions or the Office of Research Integrity & Compliance (ORIC) at 252-744-2914 for questions about your rights as a research participant.

By entering this survey, you are indicating that you have read the consent form, you are age 18 or older and that you voluntarily agree to participate in this research study. Please make sure that you have read and agree to Amazon's Mechanical Turk participant and privacy agreements as these may impact the disclosure and use of your personal information.

Be sure to record the validation code given to you at the end of the survey and follow the instructions to receive your payment!

Please select "Agree and Continue" to participate in this survey. Otherwise, exit this window.

APPENDIX D: IRB APPROVAL

EAST CAROLINA UNIVERSITY
University & Medical Center Institutional Review Board
4N-64 Brody Medical Sciences Building· Mail Stop 682
600 Moye Boulevard · Greenville, NC 27834
Office **252-744-2914** · Fax **252-744-2284** ·
www.ecu.edu/ORIC/irb

Notification of Exempt Certification

From: Social/Behavioral IRB
To: Mark Bowler
CC:

Date: 1/30/2018
Re: UMCIRB 18-000064
Performance Appraisal Justice

I am pleased to inform you that your research submission has been certified as exempt on 1/29/2018. This study is eligible for Exempt Certification under category #2.

It is your responsibility to ensure that this research is conducted in the manner reported in your application and/or protocol, as well as being consistent with the ethical principles of the Belmont Report and your profession.

This research study does not require any additional interaction with the UMCIRB unless there are proposed changes to this study. Any change, prior to implementing that change, must be submitted to the UMCIRB for review and approval. The UMCIRB will determine if the change impacts the eligibility of the research for exempt status. If more substantive review is required, you will be notified within five business days.

The Chairperson (or designee) does not have a potential for conflict of interest on this study.

IRB00000705 East Carolina U IRB #1 (Biomedical) IORG0000418
IRB00003781 East Carolina U IRB #2 (Behavioral/SS) IORG0000418