

T.C. DOĐUŐ ÜNİVERSİTESİ
SOCIAL SCIENCES INSTITUTE
MASTER of BUSINESS ADMINISTRATION PROGRAM

THE MODERATING EFFECTS of
PERCEIVED PROCEDURAL and DISTRIBUTIVE JUSTICE of the
PERFORMANCE APPRAISAL on the RELATIONSHIP between
ENTREPRENEURIAL CHARACTERISTICS, ORGANIZATIONAL COMMITMENT
and TURNOVER INTENTION

Master's Thesis

Burcu Birecikli

Supervisor: Prof. Dr. Lütfihak Alpkın

Istanbul, June 2010

T.C. DOĐUŐ ÜNİVERSİTESİ
SOCIAL SCIENCES INSTITUTE
MASTER of BUSINESS ADMINISTRATION PROGRAM

THE MODERATING EFFECTS of
PERCEIVED PROCEDURAL and DISTRIBUTIVE JUSTICE of the
PERFORMANCE APPRAISAL on the RELATIONSHIP between
ENTREPRENEURIAL CHARACTERISTICS, ORGANIZATIONAL COMMITMENT
and TURNOVER INTENTION

Master's Thesis

Burcu Birecikli

Supervisor: Prof. Dr. Lütfighak Alphan

Istanbul, June 2010

ACKNOWLEDGEMENTS

I would like to thank to my supervisor Prof. Dr. Lütfighak ALPKAN for his guidance and support. He always provided answers for my questions in a short span of time.

With their help in the process of preparing this thesis, I am grateful to a few wonderful people: Feride Pınar ZEYBEK, who sent me many important articles some of which I was unable to reach and e-mails from the US full of encouragement; Catherine MACMILLAN, who carried out the back translation of the questionnaire; and my worthy friend, Özgür KELEMCİ who always heartened and supported me in my thesis.

Finally, I am thankful to my family. I feel lucky for being their daughter and receiving their unconditional love.

This thesis is dedicated to my father. The place where I am now is the result of the opportunities he has been offering me since the day I was born. I appreciate him and I am aware that it is too hard to remunerate him.

PREFACE

For today's competitive business world, it is important to retain qualified employees in the organization. Justice, which is one of the principles of corporate governance, may be used as a means for developing commitment to the organization and reducing employees' turnover intentions. Justice is a crucial concept for performance appraisal system in which employees expect their results of effort to be evaluated fairly and -if deserved according to the objective criteria- rewarded. Maintaining especially employees with strong entrepreneurial characteristics in the organization may be achieved via just performance appraisal processes and outcomes.

This thesis attempts to represent whether perceived justice of performance appraisal has a moderating effect on the relationship between entrepreneurial characteristics and two organizational attitudes: organizational commitment and turnover intention.

Istanbul, June 2010

Burcu Birecikli

ABSTRACT

Performance appraisal which is one of the functions of human resources has been widely researched in literature, and this thesis attempts to cover whether it is possible to retain and make committed employees with strong entrepreneurial characteristics with the aid of fair performance appraisal systems. Participants were 195 white-collar employees from a multinational telecom vendor company, an information technologies company, and a pharmaceuticals company, located in Istanbul. The data were collected with a questionnaire. Correlational and multiple regression analyses were conducted to test the hypotheses. Results showed that perceived procedural justice of the performance appraisal and need for achievement exerted a positive effect on affective commitment. Need for independence exerted a negative effect on affective commitment. Need for achievement exerted a negative effect on continuance commitment. Perceived distributive justice of the performance appraisal and affective commitment exerted a negative effect on turnover intention. Need for achievement and continuance commitment exerted a positive effect on turnover intention. Perceived procedural justice and distributive justice of the performance appraisal moderated the relationship between entrepreneurial characteristics (internal locus of control, need for achievement, and need for independence) and organizational commitment types (affective commitment and continuance commitment). Perceived procedural justice and distributive justice of the performance appraisal moderated the relationship between entrepreneurial characteristics (internal locus of control, need for achievement, and need for independence) and turnover intention as well. Recommendations were made for managers about how to benefit from a performance appraisal system.

ÖZET

İnsan kaynaklarının fonksiyonlarından biri olan performans değerlendirme literatürde yaygın olarak araştırılmış bir konudur ve bu tezde adil performans değerlendirme sistemleri sayesinde girişimcilik özellikleri güçlü olan çalışanları kurumda tutmanın ve bu çalışanların kurumsal bağlılık geliştirmelerinin mümkün olup olmadığı ele alınmıştır. Katılımcılar İstanbul'daki uluslar arası bir haberleşme sistemleri sağlayıcısı, bir teknoloji şirketi ve bir ilaç şirketinin beyaz yaka 195 çalışanından oluşmaktadır. Veriler anket yöntemiyle toplanmıştır. Hipotezleri test etmek için korelasyon ve çoklu regresyon analizleri yapılmıştır. Bulgulara göre performans değerlendirmenin algılanan prosedürel adaletliliği ve başarı ihtiyacı duygusal bağlılığı olumlu yönde etkilemiştir. Bağımsızlık ihtiyacı ise duygusal bağlılığı olumsuz yönde etkilemiştir. Başarı ihtiyacının devamlılık bağlılığı üzerinde olumsuz etkisi olmuştur. Performans değerlendirmenin dağıtımsal adaletliliği ve duygusal bağlılık işten ayrılma niyetini olumsuz yönde etkilemiştir. Başarı ihtiyacının ve devamlılık bağlılığının işten ayrılma niyeti üzerinde olumlu yönde etkisi olmuştur. Performans değerlendirmenin algılanan prosedürel ve dağıtımsal adaletliliği girişimcilik özellikleri (içsel kontrol odağı, başarı ihtiyacı ve bağımsızlık ihtiyacı) ve kurumsal bağlılık türleri (duygusal bağlılık ve devamlılık bağlılığı) arasındaki ilişkide şartlı değişken rolü oynayarak aralarındaki ilişkiyi etkilemiştir. Performans değerlendirmenin algılanan prosedürel ve dağıtımsal adaletliliği girişimcilik özellikleri (içsel kontrol odağı, başarı ihtiyacı ve bağımsızlık ihtiyacı) ve işten ayrılma niyeti arasındaki ilişkide de aracı değişken rolü oynayarak aralarındaki ilişkiyi etkilemiştir. Yöneticilere performans değerlendirme sisteminden nasıl yararlanacakları konusunda önerilerde bulunulmuştur.

CONTENTS

	Page
ACKNOWLEDGEMENTS	i
PREFACE	ii
ABSTRACT	iii
ÖZET	iv
FIGURES	viii
TABLES	ix
CHAPTER 1. INTRODUCTION	1
1.1. Objective and Scope of the Study	1
1.2. Method of the Study	2
1.3. Limitations of the Study	3
CHAPTER 2. LITERATURE REVIEW and THEORETICAL FRAMEWORK	4
2.1. Performance Appraisal	4
2.2. Organizational Justice	8
2.3. Entrepreneurship and Entrepreneurial Characteristics	10
2.3.1. Internal Locus of Control	11
2.3.2. Need for Achievement	15
2.3.3. Need for Independence	16
2.4. Organizational Commitment	17
2.5. Turnover Intention and Turnover	18
CHAPTER 3. DIRECT RELATIONS between the VARIABLES	20
3.1. Perceived Justice of the Performance Appraisal and Organizational Commitment.....	20
3.1.1. Procedural Justice and Affective Commitment.....	24
3.1.2. Distributive Justice and Continuance Commitment	26
3.2. Organizational Justice and Turnover Intention	27
3.3. Entrepreneurial Characteristics and Organizational Commitment	27
3.4. Entrepreneurial Characteristics and Turnover Intention	30
3.5. Organizational Commitment and Turnover Intention	32
CHAPTER 4. MODERATING RELATIONS between the VARIABLES	35
4.1. The Moderating Role of Perceived Procedural Justice of the Performance Appraisal on the Relationship between Entrepreneurial Characteristics and Affective Commitment	35
4.2. The Moderating Role of Perceived Distributive Justice of the Performance Appraisal on the Relationship between Entrepreneurial Characteristics and Continuance Commitment	37
4.3. The Moderating Role of Perceived Procedural Justice of the Performance Appraisal on the Relationship between Entrepreneurial Characteristics and Turnover Intention	38

4.4. The Moderating Role of Perceived Distributive Justice of the Performance Appraisal on the Relationship between Entrepreneurial Characteristics and Turnover Intention	39
CHAPTER 5. THE MAIN STUDY AND THE RESULTS	41
5.1. Participants	41
5.2. Materials	42
5.2.1. Internal Locus of Control Scale	42
5.2.2. Need for Achievement Scale	43
5.2.3. Need for Independence Scale	43
5.2.4. Turnover Intention Scale	43
5.2.5. Organizational Commitment Scale	43
5.2.6. Procedural Justice and Distributive Justice Scale	44
5.2.7. Background Information	44
5.3. Ethical Issues	44
5.4. Procedure	44
5.5. Performance Appraisal Systems of the Participant Companies	45
5.5.1. Performance Appraisal System in the Multinational Telecom Vendor Company	45
5.5.2. Performance Appraisal System in the Information Technologies Company	45
5.5.3. Performance Appraisal System in the Pharmaceuticals Company	46
5.6. Analysis of the Pre-Study	47
5.7. Analysis of the Pre-Study and the Main Study	47
5.8. Correlational Analyses	51
5.9. Direct Hypotheses Tests via Multiple Regression Analyses	53
5.9.1. Direct Effects of Justice Perceptions and Entrepreneurial Characteristics on Affective Commitment	53
5.9.2. Direct Effect of Justice Perceptions and Entrepreneurial Characteristics on Continuance Commitment	54
5.9.3. Direct Effects of Justice Perceptions, Entrepreneurial Characteristics, and Organizational Commitment on Turnover Intention	55
5.10. Moderation Hypotheses Tests via Multiple Regression Analyses	57
5.10.1. The Moderating Effect of Perceived Procedural Justice of Performance Appraisal on the Relationship between Entrepreneurial Characteristics and Affective Commitment	59
5.10.2. The Moderating Effect of Perceived Distributive Justice of Performance Appraisal on the Relationship between Entrepreneurial Characteristics and Continuance Commitment	61
5.10.3. The Moderating Effect of Perceived Procedural Justice of Performance Appraisal on the Relationship between Entrepreneurial Characteristics and Turnover Intention	64
5.10.4. The Moderating Effect of Perceived Distributive Justice of Performance Appraisal on the Relationship between Entrepreneurial Characteristics and Turnover Intention	66

CHAPTER 6. DISCUSSION and CONCLUSION	73
6.1. Summary and Explanations of the Findings	73
6.2. Managerial Implications	78
6.3. Limitations and Further Research Suggestions	79
6.4. Conclusion	80
REFERENCES	81
APPENDIX 1: TRANSLATED VERSION of the STATEMENTS used in the PRE- STUDY	90
APPENDIX 2: SAMPLE QUESTIONNAIRE used in the PRE-STUDY	93
APPENDIX 3: SAMPLE QUESTIONNAIRE used in the MAIN STUDY	97
BIOGRAPHY.....	101

FIGURES

	Page
Figure 3.1. Hypothesized direct relations between the variables	34
Figure 4.1. Hypothesized moderating relations between the variables	40
Figure 5.9.3.1. Model of the direct relationships between the variables	57
Figure 5.10.4.1. Justice perceptions' moderating effects on the relationships between entrepreneurial characteristics and organizational commitment	69
Figure 5.10.4.2. Justice perceptions' moderating effects on the relationships between entrepreneurial characteristics and turnover intention	70

TABLES

	Page
Table 5.1.1. Descriptive statistics of age and length of service from all companies	41
Table 5.1.2. Gender and education information from all companies	42
Table 5.7.1. Rotated component matrix for the entrepreneurial characteristics	48
Table 5.7.2. Rotated component matrix for attitudes and perceptions	49
Table 5.8.1. Means and standard deviations	52
Table 5.8.2. Correlations between the variables	52
Table 5.9.1.1. Direct effects of justice perceptions and entrepreneurial characteristics on affective commitment	54
Table 5.9.2.1. Direct effects of justice perceptions and entrepreneurial characteristics on continuance commitment	55
Table 5.9.3.1. Direct effects of justice perceptions, entrepreneurial characteristics, and organizational commitment on turnover intention	56
Table 5.10.1. Collinearity statistics for affective commitment	58
Table 5.10.2. Collinearity statistics for continuance commitment	58
Table 5.10.3. Collinearity statistics for turnover intention	59
Table 5.10.1.1. Moderating effect of perceived procedural justice on the relationship between internal locus of control and affective commitment	60
Table 5.10.1.2. Moderating effect of perceived procedural justice on the relationship between need for achievement and affective commitment	60
Table 5.10.1.3. Moderating effect of perceived procedural justice on the relationship between need for independence and affective commitment	61
Table 5.10.2.1. Moderating effect of perceived distributive justice on the relationship between internal locus of control and continuance commitment	62
Table 5.10.2.2. Moderating effect of perceived distributive justice on the relationship between need for achievement and continuance commitment	63
Table 5.10.2.3. Moderating effect of perceived distributive justice on the relationship between need for independence and continuance commitment	63
Table 5.10.3.1. Moderating effect of perceived procedural justice on the relationship between internal locus of control and turnover intention	64
Table 5.10.3.2. Moderating effect of perceived procedural justice on the relationship between need for achievement and turnover intention	65
Table 5.10.3.3. Moderating effect of perceived procedural justice on the relationship between need for independence and turnover intention	66
Table 5.10.4.1. Moderating effect of perceived distributive justice on the relationship between internal locus of control and turnover intention	67
Table 5.10.4.2. Moderating effect of perceived distributive justice on the relationship between need for achievement and turnover intention	67
Table 5.10.4.3. Moderating effect of perceived distributive justice on the relationship between need for independence and turnover intention	68
Table 5.10.4.4. Results of hypothesis testing according to regression analyses	71

1. INTRODUCTION

1.1. Objective and Scope of the Study

It is important for the organizations to retain their employees, especially high performers, and prevent their actual turnover since their achievement of strategic goals depends on their qualified human resource. Turnover intention is affected both by frustrations with their present job or organization and employees' inner motivation towards entrepreneurial careers. In this thesis, it is tried to uncover the links between entrepreneurial characteristics, dissatisfying work experiences or perceptions of managerial unjust behaviors, and the turnover intention. In other words, it is tried to understand whether a considerate management adopting corporate governance principles can successfully shape the perceptions and feelings of its personnel to retain and exploit them as a pool of committed intrapreneurs.

Organizations that adopt the corporate governance principles strive to modify their administration in order to be recognized as a transparent, fair, accountable, and responsible organization by their stakeholders (e.g., customers, suppliers, employees, etc.).

An organization which claims to be administered according to the corporate governance principles has to be fair to its employees in all areas that are in the responsibility of its human resources management. These areas involve placement, compensation management, training and development, motivation, and performance appraisal.

This thesis is focused on the moderating effects of the justice of performance appraisal on the relationship between employees' entrepreneurial characteristics (internal locus of control, need for achievement, and need for independence) and employees' attitudes (organizational commitment and turnover intention). An empirical study is conducted in order to understand whether justice perceptions have a moderating role between entrepreneurial characteristics and organizational attitudes. This thesis will give an insight about whether it is possible to retain employees with entrepreneurial characteristics through fair performance appraisals.

As an introduction to the main concepts, the operational definitions are the following: Performance appraisal (performance management) is a learning system that enables us to see what is wrong (or weak) in our efforts, what we should do to correct our mistakes and to come closer toward the desired situation for the organization. Organizational commitment refers to the degree to which employees have faith in and acknowledge organization's objectives and want to remain with the organization. Entrepreneurship is the ability to analyze the environment, to realize the market potentials, to take the risks of starting a new business, and to rapidly grow. Organizational justice refers to an organization's fair treatment to its employees, and procedural justice is the degree to which procedures and policies used in decision-making processes for the outcomes to be fair. Distributive justice is the degree to which rewards are allocated fairly among the employees. Finally, turnover intention is the desire to leave the organization.

In the next sections, method and limitations of the current study will be mentioned. In Chapter 2, literature review on the theoretical definitions of the basic concepts will be represented. In Chapter 3, direct hypotheses, and in Chapter 4, moderating hypotheses will be developed. In Chapter 5, the main study, analysis of the data, and the results will be reported. In Chapter 6, summary and explanation of the findings, managerial implications, and suggestions for further research will be represented.

1.2. Method of the Study

Hundred-and-ninety five white-collar volunteer private-sector employees from three different companies in different sectors in Istanbul participated in this study. These companies were chosen since they appraised performance formally; the information technologies company was in a close sector to the company participated in the pre-study; and they were convenient to collect data.

All variables were measured via the questionnaire method which is time- and cost-effective. The hypotheses were tested with correlation and regression analyses. Detailed information about the method of the study will be given in Chapter 5.

1.3. Limitations of the Study

In order to keep the questionnaire short, only three entrepreneurial characteristics were studied. Interactional justice, trust, normative commitment, and performance rating could be measured as well. This research covered the causality between the variables. A longitudinal study may have given a better insight about the relationship between the variables and employees' attitudes toward their organization.

2. LITERATURE REVIEW and THEORETICAL FRAMEWORK

This section involves theoretical definitions of the variables, and a review on researches in which these variables were studied.

2.1. Performance Appraisal

Performance appraisal or performance management is a learning system that enables us to see what we should do to correct our mistakes and to come closer toward the desired situation for the organization. Dessler (2008) defines performance appraisal as a process in which an employee's performance is measured according to the performance standards in order to reveal how well the employee has performed and to determine his/her incompetencies to be trained. In performance appraisal process, employees' performance is evaluated and improved via incessant, precise, and meaningful feedback (Gilley, 2000). There are three types of performance appraisal: results-based, behavior-based, and trait-based systems (Gliddon, 2004). In a results-based system, corporate objectives are defined for every employee. In a behavior-based system, the exhibition of relevant work behaviors required for a job is evaluated. In a trait-based system, whether an employee has and shows personality characteristics that are essential for the job is appraised (Gliddon, 2004).

Performance appraisals are used in two ways: evaluative (or administrative) and developmental (Boswell & Boudreau, 2000). Evaluative use of performance appraisal is related with justifying the reasons of promotion, distribution of pay and rewards, transfer, and termination (Pettijohn, Pettijohn & Taylor, 2000; Swiercz, Icenogle, Bryan & Renn, 1993). On the other hand, developmental use of performance appraisal is related with career planning and goal setting (Boswell & Boudreau, 2000), training employees to improve their skills and resulting with a competitive advantage of the organization's human resource. Career-oriented performance appraisals give employees the opportunity to improve in the organization and increase their commitment to the organization (Gaines, 1994; Dessler, 1999). Perceived developmental use of performance appraisal has a positive relationship with employees' satisfaction with the performance appraisal and satisfaction with the appraiser who provides a helpful developmental feedback (Boswell & Boudreau, 2000). On the other hand, evaluative use of performance appraisal does not indicate a

relationship with neither satisfaction with the appraisal nor satisfaction with the appraiser. Thus, performance appraisals that are designed for employee development and continuous learning give competitive advantage to the organization (Gaines, 1994).

It is important to measure the differences in employee performances in the organizations that give importance to their human capital skills; with an effective human resource management system, they may create sustained competitive advantage via skillful employees (Barney, Wright & Ketchen, 2001). Human resource with its rare, difficult-to-imitate, difficult-to-replace, and valuable core competencies provide competitive advantage to an organization (Youngcourt, Leiva & Jones, 2007). Therefore, employees who sustain competitive advantage with their competencies have to be identified (Barney, 1991; Barney *et al.*, 2001; Lepak & Snell, 1999). Otherwise, turnover may cause high costs for recruiting, selecting, hiring, and training a new employee (Abbasi & Hollman, 2000) and the organization may lose its competitive advantage after valuable and difficult-to-replace employees have quitted their job (Barney, 1991; Barney *et al.*, 2001). In order to gain employees' commitment, managers must show regard and commitment, and treat fairly to all employees (Abbasi & Hollman, 2000). By using a two-way communication system, showing recognition to employees' themselves and their work, and rewarding their outstanding performance; employees' turnover intentions may be eliminated and turnover rates may decrease.

There are several uses of performance appraisals and a company may use a single performance appraisal system for different and conflicting purposes (Cleveland, Murphy & Williams, 1989). Some organizations use them for comparing employees' performance while others use them for obtaining information about employees' strengths and weaknesses. Some use them for document decisions about the employees whereas others use them to execute and assess human resources practices. For example, Cleveland *et al.* (1989) found that performance appraisals strongly affect salary administration, performance feedback, and revealing of employees' strengths and weaknesses which are parts of between- and within-employees comparisons.

The motivation and/or the knowledge, skills, and abilities of an employee are improved with the aid of performance appraisals that are used for development purposes. Performance appraisals with administrative purposes are used for deciding pay, promotion, and bonuses. Youngcourt *et al.* (2007) studied the third use of performance appraisals: role definition. They found that if employees' relevant job behaviors were clarified and they knew what was expected from them in a performance appraisal meeting, they experienced less role ambiguity about the position requirements.

Performance appraisal system can be implemented in two ways: formal or informal. Formal use of performance appraisal system refers to the evaluation of performance according to the previously set quantitative, free from bias, and written goals which can be assessed objectively (Hartmann & Slapničar, 2009). Informal use of performance appraisal system refers to the evaluation of performance according to qualitative and informally communicated goals that are assessed subjectively. Hartmann and Slapničar (2009) expected and found that the formal use of the performance appraisal system positively affected the appraisees' trust in their appraisers. They explained that the formal use of the performance appraisal system provides more accuracy and consistency, compared to the informal use of the performance appraisal system. Thus, formal use of the system promotes trust in the relationship between the supervisor and the subordinate. Moreover, they found that subordinates' perceptions about the quality of performance feedback mediated the relationship between the formal use of the system and subordinates' trust toward their supervisors.

Criteria used in performance appraisals are advised to be selected with the employees since employee input is likely to increase agreement with the appraisal criteria and reduce role ambiguity. If employees are involved in the appraisal process, then they will be more likely to perceive the appraisal fair (Greenberg, 1986; Latham *et al.*, 1993; cited in Pettijohn *et al.*, 2000). Pettijohn *et al.* (2000) found that employees' level of job satisfaction is low when they perceive the evaluation criteria inappropriate. Interestingly, their level of organizational commitment is not affected by the perception of inappropriate evaluation criteria. Therefore, a job-related and proper evaluation criteria that measure performance objectively increase job satisfaction level of the employees.

Performance appraisal process should be conducted via interviews between an employee and a supervisor. Supervisors should ask open-ended questions in order to make employees express their thoughts and feelings about the set goals, to clarify what is expected from them, and what they have attained (Gliddon, 2004). According to the feedback given by the supervisor, current and changing job requirements, the organization's needs, and the employee's strengths and weaknesses, the individual work plan is prepared for making the employee acquire new skills for new duties and responsibilities and develop his/her current job performance. Setting goals, providing continuous feedback, recognizing attainment, and giving importance to training and development motivate employees (Gliddon, 2004).

Employees should be treated as equal partners in performance appraisal meetings (Gilley, 2000). They should be allowed to share their ideas with their supervisors and managers in order to reduce control and dominance of the supervisors and managers and to create a high-quality relationship between the managers and the employees. Giving feedback to employees should not be viewed as a costly, time-consuming, and unnecessary activity by an organization because employees should know whether they are working effectively (doing the right things), efficiently (doing things right), and satisfactorily. Not giving feedback to employees may cause higher costs for an organization because employees will not be aware of their mistakes. Performance appraisal's main function is to diagnose and proofread the mistakes of an organization.

Jawahar (2006) studied employees' satisfaction with performance appraisal feedback and found that performance ratings had a positive relationship with satisfaction with appraisal feedback. As the amount of rating increased, employees' satisfaction with feedback increased. Those who are satisfied with the feedback were likely to show improved subsequent performance. Similarly, Russell and Goode (1988) found that appraisal rating and supervisor satisfaction affected managers' satisfaction with appraisal feedback.

Performance management system provides benefits for the ratees, raters, and the organization (Uyargil, 1994). Raters learn about strengths and weaknesses of their

subordinates and themselves. As they know their subordinates' characteristics, they give more or less authority to them. Ratees also learn about their own strengths and weaknesses that should be improved and eliminated with training. They know what is expected from them, and what their responsibilities are. Their job satisfaction and self-confidence can be increased with positive feedback. An effective performance management system influences an organization's effectiveness, profitability, service and/or production quality, making decision about training needs and planning of human resources positively.

2.2. Organizational Justice

Organizational justice is a general term that involves three components and refers to an organization's fair treatment to its employees. Its components are distributive justice, procedural justice, and interactional justice. Distributive justice refers to the fair allocations of outcomes (rewards and punishments) according to each employee's individual performance (Steensma & Visser, 2007; Swiercz *et al.*, 1993). Procedural justice is the degree to which procedures and policies used in decision-making processes for the outcomes are fair (Giles, Findley & Feild, 1997; Swiercz *et al.*, 1993). If an organization provides adequate information about changes and new policies to its employees, it can be said to be procedurally just (Fokker & Steensma, 1999; cited in Steensma & Visser, 2007). Procedural justice involves asking employees' ideas before the appraisal, two-way communication, opportunity to argue about the appraisal, appraiser's knowledge with appraisee's work, and constant application of standards (Greenberg, 1986). Interactional justice refers to the fair, respectful and sensitive treatment of managers and supervisors toward their subordinates (Swiercz *et al.*, 1993; Colquitt, 2001). According to Bies and Moag (1986), interactional justice has two aspects: interpersonal justice and informational justice. Providing explanation about resource allocation decision to the employees is called informational justice. Supervisors' sensitivity, respect, and dignity toward the employees who are influenced by the decision are called interpersonal justice.

Procedural justice and distributive justice are related with different organizational outcomes and employee attitudes. Alexander and Ruderman (1987) studied the role of procedural and distributive justice in organizational behavior and found that trust in

management, conflict/harmony, evaluation of supervisor, and job satisfaction are more strongly related to procedural justice than to distributive justice. Employees' satisfaction with a salary increase (Folger & Konovsky, 1989; Konovsky, Folger & Cropanzano, 1987) is dependent on their perceptions of distributive justice.

Ambrose, Hess and Ganesan (2007) hypothesized that event attitudes (individuals' attitudes toward specific events such as performance appraisal) would mediate the relationship between justice and system-related attitudes (attitudes toward the organization as a whole such as organizational commitment). In other words, justice's effect on event attitudes would determine its effect on system-related attitudes. Ambrose *et al.* tested their hypothesis with customers instead of employees, and supported it. They found that justice perceptions (distributive justice, interpersonal justice, procedural justice, and informational justice) influenced customers' satisfaction with complaint handling (event attitude), and their satisfaction with the event influenced their attitude toward the organization.

Those who received low ratings improve their performance if they perceive the appraisal process as just. If they perceive the process as unfair, their subsequent performance is inclined to decline (Flint, 1999).

Hartmann and Slapničar (2009) found that subordinates' perceptions about the quality of performance feedback showed a positive influence on their perceptions of procedural justice while perceptions of procedural justice had a positive impact on their trust.

Perceptions of distributive justice depend on the comparisons employees make. Employees compare their own performance (input) and the rating they received (output) with others' performance and the rating others received. After this comparison, they decide whether the performance appraisal system and/or the appraiser are fair or not (Erdoğan, 2002). As a result, employees who get more than they deserve experience favorable inequity, while those who get less than they deserve experience unfavorable inequity.

Sweeney and McFarlin (1993) found that perceptions of distributive justice were more likely to relate with person-referenced outcomes such as pay satisfaction. Sweeney and McFarlin explained that perceptions of distributive justice are related with personal outcomes (e.g., pay level) since pay level has an instrumental value that influences what one can buy. Jawahar (2007) found consistent results with Sweeney and McFarlin (1993). Perceptions of distributive justice affected employees' satisfaction with performance appraisal ratings. Jawahar (2007) noted that if employees perceive performance appraisal distributively fair, they will not give importance to its procedural and interactional fairness. This was consistent with Greenberg's (1987) study: employees give more importance to procedural fairness when they receive low distributive outcomes and they are unlikely to consider the fairness of the procedures when they receive medium- and high-level outcomes.

2.3. Entrepreneurship and Entrepreneurial Characteristics

Entrepreneurship is the ability to realize the market potentials and take the necessary risks to start a new business and rapidly grow (Koç, 2009; Brereton, 1974). An entrepreneur has a strong need to achieve, need for independence, need to control his/her own fate, and a strong desire to create the business on his/her own. Entrepreneurs are self-confident, innovative and risk-taking. They show high level of activity and they prefer a challenging work environment in order to satisfy their need to achieve. They want to create the business on their own because they do not want to receive orders from others; instead they want to be independent from others. They desire to be the leader of their own business (Brereton, 1974).

For entrepreneurs, the goal is to do different things by satisfying new needs of the society and to exploit the opportunities to grow the business (Cromie, 2000). They have some certain characteristics that make them different from other small business owners who have conservative, autocratic management style and manage uncreative businesses. Entrepreneurs;

- (1) create business organizations
- (2) analyze the environment to detect new opportunities

- (3) search for creative solutions
- (4) take initiative to offer new goods or services
- (5) have an aim for obtaining profit and growing the business
- (6) are willing to accept the calculated risks of uncertain situations (Cromie, 2000).

There are intrapreneurs (or corporate entrepreneurs) within the organizations. Intrapreneur employees also analyze the environment to detect new opportunities and synthesize resources and information from multiple sources in order to supply new goods or services. From the organization's perspective, it is very important to appraise the performance of and rewarding fairly the employees with entrepreneurial characteristics. Otherwise, the organization may not retain them and have them snatched by the competitors or these employees may establish their own business if they have the necessary resources. Therefore, managers should enable the intrapreneurs to create additional value and appraise their performance fairly in order to protect the organization's competitive advantage.

This thesis focuses on the three key characteristics of entrepreneurs: internal locus of control, need for achievement, and need for independence. Firstly, entrepreneurs have an internal locus of control because they believe that they can control the environment with their behaviors in order to achieve the required tasks to create business organizations. Secondly, they have a high need for achievement which refers to setting demanding goals and showing high-level effort to be successful (Cromie, 2000). Lastly, they have a high need for independence. Rather than autocratic management with adherence to rules, procedures, and norms, they prefer to have control and work in unrestricted creativity-permitted environments (Cromie, 2000).

In the following sections, these characteristics will be explained.

2.3.1. Internal Locus of Control

The concept of "locus of control" was proposed by Julian Rotter (1966). In Rotter's view, people show differences when they evaluate their successes and failures as being affected

by either external or internal sources. The anticipation about controlling an event is called locus of control. Locus of control has two types: external locus of control and internal locus of control. External locus of control refers to having low anticipations of control and considering external sources (e.g., chance, fate, and other people) as the causes of successes or failures. Internal locus of control refers to having high anticipations of control and considering oneself (e.g., one's behavior, one's stable characteristics) as the cause of successes or failures. In internal locus of control, ability (which is within the person) determines success or failure. But in external locus of control, chance (which is external to the person) determines success or failure. Rotter studied these concepts in his social learning theory of personality. He summarized that people with internal locus of control believe that they can control their own fate by monitoring the features of the environment to obtain information for enhancing their environmental situation. They show resistance to the control attempts from the outside, and explain their successes and failures with their abilities.

Internals believe that they can control work environment and the exerted control enables them to reach the desired rewards (Spector, 1982). They may seek to have control in various issues (e.g., goal setting, operating procedures, relationships with subordinates and managers, etc.) depending on the rewards they have interest in, and the limits of the organizational environment. Externals show compliance to both their peers and their supervisors, and they expect directions from the others (Spector, 1982). In contrast, internals are irritated if they are controlled by their managers and the others, and they prefer to direct themselves.

Internals' career development is more successful than externals' (Spector, 1982). Since internals perform better, they receive more salary increases and promotions.

Since internals believe that they can control the events, they show higher levels of job motivation compared to externals (Spector, 1982). Their inner motivation leads them to display greater effort for the achievement of goals or to get the valued rewards. They think that if they display the required effort, they will be successful. When their successful

performance is not followed by a reward, they become unmotivated and may think like an external that the situation is not under their control. In other words, they think that how well or poorly they perform will not be rewarded or punished.

Employees with external locus of control may not strive for the achievement of goals as strong as the internals. They believe that the level of effort will not have an impact on the results; it is the chance or environmental factors that determine the success or failure. This kind of thoughts impedes their internal motivation to take action. Consequently, they receive lower performance ratings in appraisals, and their poor rating reduces their commitment to the organization. They may attribute their low rating, for example, to their managers' negative attitudes toward them, and to the subjectivity of the appraisal system. Internals demonstrate the assumptions of the expectancy theory (Spector, 1982). They believe that if they show effort, it will lead to a satisfactory performance, and their satisfactory performance will be followed by the rewards that are desired and deserved. Employees seek equity between their inputs (performance) and outputs (rewards such as pay-for-performance, incentives, bonuses, promotion, and premium). Internals have higher expectancies whereas externals are not so sensitive to reinforcement contingencies even though they want them. Employees with internal locus of control tend to attribute their successes and failures to their own abilities and effort. They do not justify their failures with external causes. They accept that their performance ratings are the results of their effort, and their performance is measured according to the objectively set performance standards which are unaffected by chance or destiny. Internals perform better (Spector, 1982), and their high levels of performance lead to higher performance ratings.

Mueller and Thomas (2000) studied the entrepreneurial orientation (being innovative and having an internal locus of control) of university students in different cultures (Belgium, Canada, China, Croatia, Germany, Ireland, Singapore, Slovenia, and the Unites States). They found that individualistic cultures were more likely to have internal locus of control, and people of individualistic cultures with low uncertainty avoidance had a stronger entrepreneurial orientation than people of collectivistic cultures with high uncertainty avoidance. Individualistic cultures value independence, initiative, taking responsibility for successes and failures, taking risks, and self-reliance, whereas collectivistic cultures

promote cooperation, conformity, collective decision making, and group harmony. Mueller and Thomas (2000) emphasized on the importance of internal locus of control. An entrepreneur has the tendency to act on his/her decisions, and internal locus of control is a precondition for taking action for the execution of his/her plans. The entrepreneur's perception of the location of control (whether himself/herself – his/her abilities, skills, and effort or powerful others, luck, and fate) influences his/her tendency to act on opportunities.

Siu and Cooper (1998) found that employees with internal locus of control had higher levels of satisfaction with the job itself, and there was a positive relationship between job satisfaction and organizational commitment. Their findings were consistent with Leong, Furnham and Cooper's study (1996). Leong *et al.* found that employees with external locus of control had lower levels of job satisfaction, and the relationship between job satisfaction and organizational commitment was positive. Siu and Cooper (1998) suggested that employees who were dissatisfied with the job itself could be motivated with job rotation within the same organization.

In her thesis, Demirkan (2006) found that managers in private sector were prone to have internal locus of control compared to non-managers in private sector. Employees with internal locus of control reported higher levels of job satisfaction, and they were more agreeable (sensitive, cooperative, compassionate), conscientious (responsible, organized), and open to new experiences (creative, responsive, analytical). On the other hand, employees with external locus of control were more likely to report emotional instability (depressive, nervous).

There are two types of job performance dimensions: initiative and compliant. Initiative performance refers to performing voluntarily more than the job requirements that are defined in a job description. Compliant performance refers to performing only according to the job requirements that are specifically defined in a job description without going beyond job requirements (Blau, 1993). In performance appraisal meetings, some companies give importance to initiative performance whereas some companies give importance to

compliant performance. At this point, we should pay attention to locus of control because locus of control is related with these performance dimensions. Blau (1993) found that employees with external locus of control were more likely to show compliant performance and employees with internal locus of control were more likely to show initiative performance. Therefore, while appraising employees' performance, their locus of control should be considered if a performance appraisal system is sensitive to personality characteristics. If the organization expects extra effort beyond normal job requirements in some positions, employees with internal locus of control should have been preferred to these positions at the beginning. If this is not the case, employees with external locus of control should not be labeled as "low performers" in performance appraisals for an initiative-performance-position.

2.3.2. Need for Achievement

Chusmir (1989) identified the characteristics and typical behaviors of high achievers. People with high need for achievement are conscientious, ambitious, realistic, poor in human skills, innovative, perfectionist, and competitive. They prefer moderate risks, have an internal locus of control (attributing success to their own effort), seek feedback about their performance, use short cuts in problem solving, prefer change and enriched jobs, and work individually. High achievers show tolerance for ambiguity and take responsibility for the outcomes of their actions as well (Sagie & Elizur, 1999). Entrepreneurs are proactive and innovative, and have high levels of need for achievement (Rauch & Frese, 2007).

Jha and Nair (2006) studied the relationship between need for achievement and intrinsic task motivation with frontline employees in the hotel sector. They found a positive relationship between need for achievement and intrinsic task motivation. They commented that high achievers showed better performance on their job since the tasks were personally meaningful and goal achievement was an indicator for being able to reach excellence with their competencies. Baruch, O'Creevy, Hind and Vigoda-Gadot (2004) found that need for achievement had a positive relationship with job performance. Amyx and Alford (2005) also found that salespeople with high need for achievement showed higher performance.

Tajeddini and Mueller (2009) compared the entrepreneurial characteristics of techno-entrepreneurs in the UK and Switzerland. Tolerance for ambiguity, innovativeness, confidence, and need for achievement were higher in Swiss entrepreneurs whereas locus of control, propensity for risk, and autonomy were higher in the UK entrepreneurs. Swiss entrepreneurs were more likely to do challenging tasks with excellence and in confidence than the UK entrepreneurs.

2.3.3. Need for Independence

High independents prefer to be assigned meaningful tasks on which they can show a lot of effort and use initiative. They expect sufficient feedback about their performance, and freedom to make choices (Orpen, 1985).

Orpen (1985) studied the effects of middle-level managers' need for achievement and need for independence on the relationship between job characteristics and managerial job satisfaction and job performance. He hypothesized that jobs with meaningful tasks (high skill variety, high task identity, high task significance) and that provide autonomy (knowledge about the results of work) and feedback make managers more satisfied with their job and show high-level performance if they are high achievers or high independents. He found support for his hypothesis. In other words, need for achievement and need for independence moderated the relationship of job characteristics with job satisfaction and job performance. He explained that high achievers and high independents exert high-level effort and become satisfied when they achieve challenging tasks if their job is enriched with meaningfulness, autonomy, and feedback.

Hisrich and Brush (1985) compared the minority entrepreneurs and women entrepreneurs in the United States. According to the entrepreneurs' rank order of motivations for establishing a business, they found that minority entrepreneurs were motivated by achievement, opportunity, and job satisfaction for establishing their own business. Women entrepreneurs were motivated by independence, job satisfaction, and achievement. Both groups preferred their present venture especially due to their interest in area of business and job frustration. Minority entrepreneurs defined their personality characteristics as

being more goal-oriented, anxious, self-confident, idealistic, social, competitive, independent, and energetic in comparison to the reports of women entrepreneurs. Women entrepreneurs viewed themselves more generalist, flexible, and perfectionist.

2.4. Organizational Commitment

Employees develop positive or negative attitudes toward the organization after they judge its procedures and policies. Two of these attitudes are studied widely: job satisfaction and organizational commitment. Job satisfaction is a positive emotional state that results from appraising one's job experience. If an employee is in a negative emotional state, then he or she will feel job dissatisfaction. Organizational commitment is the degree to which employees have faith in and acknowledge organization's objectives and want to remain with the organization. Employees who are involved in decision-making processes and who adopt the organization's goals and values are likely to be committed to the organization (Fletcher & Williams, 1996).

There are three components of organizational commitment, and an employee may have all forms of commitment with different levels (Meyer & Allen, 1991). If an employee *wants* to remain with the organization and has developed emotional attachment to the organization, this attitude is called affective commitment. If an employee *needs* to remain with the organization because of costs (e.g., losing seniority-based privileges and benefits, and the risk of wasting the effort and time spent attaining non-transferable abilities) related to leaving the organization, this attitude is called continuance commitment. When alternatives are not available, the perceived cost of leaving an organization is likely to increase for an employee (Meyer & Allen, 1984). This cost of leaving makes the employee develop continuance commitment toward the organization. If an employee feels he/she *should* remain with the organization because of a perceived obligation, that is developed either through the internalization of normative pressures wielded by one's culture or through the organization that is worked for, this attitude is called normative commitment. Normative commitment can be experienced due to the investments that the organization made for an employee as well. The employee remains normatively committed until he/she repays the debt. Different components of organizational commitment demonstrate that the

type of commitment that an employee developed is important and managers should be able to differentiate these types. For an organization, the best commitment component is affective commitment (Meyer & Allen, 1984).

According to Mowday, Steers and Porter (1979), organizational commitment has the following three features:

- (1) Commitment is the relationship of an employee with the organization.
- (2) Commitment is an overall emotional response to the organization as a whole (involving its goals and values).
- (3) Commitment is developed slowly and is stable rather to be affected by day-to-day events and tangible features of the work (e.g., pay).

In her thesis, Kafdağlı (2007) studied the relationship between organizational commitment and job performance of employees in a medium scaled service company. She found that there was a positive relationship between organizational commitment and determination of priorities, time and resource management, ability to work under pressure, and being service-oriented.

Youngcourt *et al.* (2007) found that the relationship between the perceptions of an administrative use of the appraisal and job satisfaction was mediated by satisfaction with the appraisal, and perceptions of a developmental use of the appraisal and affective commitment (attitude shown after perceiving the organization's support, care, and opportunities to improve employee) showed a positive relationship.

2.5. Turnover Intention and Turnover

Turnover intention refers to the conscious desire to leave one's organization (Tett & Meyer, 1993). Turnover is the termination of one's employment with an organization. Turnover intention and actual turnover are studied widely with organizational commitment, organizational justice, job characteristics, and job satisfaction.

In Campbell and Campbell's (1999) study, turnover intention showed negative correlation with global satisfaction, global commitment, work itself, training satisfaction, pay satisfaction, satisfaction with advancement opportunities, satisfaction with supervision, work-group cohesiveness, work-group attitudes toward the organization, organizational dependability, and organizational supportiveness. In contrast, turnover intention showed positive relationship with role overload and job stress.

3. DIRECT RELATIONS between the VARIABLES

3.1. Perceived Justice of the Performance Appraisal and Organizational Commitment

In the recent literature, the relationship between employees' perception about the performance appraisal process and their attitudes towards the organization has been widely studied. For instance, Deniz (2006) found that in private health sector, 16% of the developments in organizational commitment depended on the improvements in performance management, and these variables showed a moderate positive relationship. For a performance appraisal to be interactionally just, it should be executed truthfully, in a respectful manner, and it should have justified decisions. Employees' fairness perceptions determine their job and organizational attitudes (e.g., job satisfaction, organizational commitment, turnover intentions) (Jawahar, 2006).

Employees perceive the appraisal measures fair if the performance appraisal system is executed formally in the organization and if the organization shows effort to be sure that the appraisal system works well (Giles *et al.*, 1997). Moreover, employees judge the appraisal system fairer if they receive a politely and courteously reported performance feedback. Employees desire their supervisors to observe their performance and to allow them to participate actively in the performance appraisal meeting.

Gosselin, Werner and Hallé (1997) proposed that the match between employees' preferences and the performance appraisal procedures would influence perceptions of fairness, acceptance, and satisfaction with the appraisal positively. Employees who participated in Gosselin, Werner and Hallé's study (1997) preferred to be appraised by their supervisor rather than themselves, their peers, upper management, their subordinates, and HR professional. Employees preferred to be appraised more frequently rather than being exposed to a one-shot rating. They preferred to be evaluated based on the results or goals they achieve rather than on behaviors and personality traits. Employees reported that performance appraisal should be used for determining promotion, career planning, training and development rather than for deciding about salary increases. They gave more importance to know about the appraiser's expectations for them than to communicate their

own expectations. This finding indicates another significance of the performance appraisal system: employees need to know which results and goals are prominent for the organization specifically.

Steensma and Visser (2007) found that the better the outcome of the performance appraisal meeting was, the higher the perceived procedural justice of that meeting was. This finding indicates that outcomes are so important that they can compensate even the unfair procedures. Steensma and Visser (2007) also found a positive correlation between the perceived procedural justice of performance appraisal meetings and employees' motivation, organizational commitment, and satisfaction with the performance appraisal meeting.

Perceived system knowledge refers to employees' perceptions of the amount of information they have about the performance appraisal process, objectives, and standards (Levy & Williams, 1998). Levy and Williams (1998) found that employees high on perceived system knowledge react more positively to the appraisal feedback than those who are low on perceived system knowledge. In addition to this, employees high on perceived system knowledge are more satisfied with their job and more committed to their organization than those who are low on perceived system knowledge. Finally, employees who report having greater knowledge about the performance appraisal system perceive the appraisal process more procedurally-just than those who are low on perceived system knowledge.

Employees who are satisfied with the performance appraisal system are likely to perceive the system effective and fair (Çakmak & Biçer, 2006). Their satisfaction is partially affected by their perceived system knowledge. Çakmak and Biçer (2006) emphasized on the importance of communicating the method used in the appraisal process to the employees openly and transparently. Not only supervisors (raters) but also subordinates (ratees) should be trained about the management and execution of the appraisal system. System knowledge creates agreement, acceptance of the appraisal feedback positively

regardless of the performance appraisal rating, and positive attitudes toward one's organization (Levy & Williams, 1998).

Participation in setting annual performance objectives (the degree to which employees can affect while determining their annual performance goals) is as important as participation in performance appraisal session. Employees who participate in setting their annual performance objectives with their supervisors show greater acceptance of their objectives compared to employees who are let minimum participation by their supervisors during objective-setting (Renn, 1998). Employees who show greater acceptance of their objectives perform better than their peers who show less objective acceptance. Thus, goal acceptance mediates the relationship between participation in goal-setting process and task performance. On the other hand, procedural justice perceptions did not mediate the relationship between participation and task performance, and between participation and goal acceptance which were inconsistent with Renn's (1998) hypotheses.

When employees are allowed to express their personal views and feelings about a decision (e.g., outcome of a performance evaluation process), they are likely to perceive the performance appraisal process as just (Flint, 1999). Flint (1999) proposes that multi-source appraisals (appraisals of employees which are obtained from more than one source of feedback) are perceived fairer if employees express their views about who should appraise them, and which dimensions of the performance appraisal system to be measured by different appraisers.

Jawahar (2006) found that employees' satisfaction with the rater and satisfaction with the performance appraisal system also had positive relationships with their satisfaction with appraisal feedback. Satisfaction with appraisal feedback had positive correlations with job satisfaction and organizational commitment but a negative relationship with employees' turnover intentions. Employees, who are not satisfied with performance appraisal feedback, have less desire to stay with the organization.

Perceiving procedural justice is important for employees because it indicates that they are valued by the organization and they have the chance to control what happens to them during the appraisal process and on the decision of the outcome of the appraisal (Erdoğan, 2002).

Employees prefer a performance appraisal process that provides feedback about their job performance. Dilek (2009) found that bank employees who did not receive feedback showed lower levels of job performance. Moreover, employees reported that appraisers who did not receive training about performance appraisal system were more likely to make mistakes in appraisal process (e.g., halo effect, attributional errors). They thought that performance appraised by multiple sources (e.g., commission) will be fairer than performance appraised by only a supervisor.

In performance appraisal sessions, both positive and negative feedback should be given to employees (Uyargil, 1994). Employees' successes and failures should be mentioned specifically with the aim of improving their performance. In order to be fair toward all employees, appraisers should provide evidences (e.g., performance incidents) on which their decision depends. In this way, employees will know that their job performance is closely observed and evaluated based on performance standards.

Employees may sue a company if they perceive that their performance appraisal is unfair and results with one of the following actions: layoff, dismissal, failure to promote, and demotion (Eyres, 1989). A lawsuit for an unfair performance appraisal causes high costs, reduced productivity, and lost management time. This shows the importance of organizational justice, and especially distributive justice. For a legally defensible performance appraisal system, managers should follow the subsequent advices (Eyres, 1989): Managers should inform their subordinates about the frequency of performance appraisals and the number of warnings made before any disciplinary action or dismissal is taken. They should apply the standard procedures to all employees consistently, and record the reasons of an employee's unsatisfactory performance. They should communicate these reasons and give negative feedback directly to their subordinates without using vague

explanations in performance appraisals. Negative feedbacks should be provided with ideas for improving performance and a warning for the continuance of the unsatisfactory performance. Employees' performance should be appraised according to job descriptions and performance standards in an objective manner.

3.1.1. Procedural Justice and Affective Commitment

Organizational commitment (Konovsky, Folger & Cropanzano, 1987) and trust in one's supervisor are dependent on employees' perceptions of procedural justice (Folger & Konovsky, 1989). Both procedural justice and distributive justice affect employees' affective organizational commitment whereas procedural justice affects their job satisfaction as well (Lambert, Hogan & Griffin, 2007). Loi, Hang-yue and Foley (2006) found similar results: procedural justice and distributive justice showed a positive relationship with affective commitment. In another study, procedural justice and distributive justice showed a positive relationship with organizational commitment (Gürpınar, 2006). Eker (2006) found that interactional justice and distributive justice affected job satisfaction of employees of an iron and steel works company.

Atalay (2007) and Öztürk (2008) found that there was a positive relationship between organizational commitment and perceived organizational justice. Employees' organizational commitment remains high when procedures are judged as fair, even if rewards are unsatisfactory (McFarlin & Sweeney, 1992). Naturally, when procedures are judged as unfair, organizational commitment is low. McFarlin and Sweeney (1992) found that procedural justice was a predictor of employees' evaluation of their supervisor and organizational commitment. On the other hand, Swiercz *et al.* (1993) found that procedural justice is more important to organizational commitment, pay and job satisfaction, and interactional justice is more important to organizational commitment and supervisory satisfaction. They reported that fair procedures are more significant than the results of the appraisal for employees.

Çöp (2008) studied the organizational justice perceptions and organizational commitment of employees in tourism sectors of Turkey and Poland in his master's thesis. He found that

there was a moderate positive relationship between organizational justice and organizational commitment, procedural justice and affective commitment, procedural justice and continuance commitment, procedural justice and normative commitment. Interactional justice showed a moderately positive relationship with affective commitment and normative commitment whereas it showed a weak positive relationship with continuance commitment.

Sweeney and McFarlin (1993) found that perceptions of procedural justice were more likely to relate with system-referenced (or organizational-level) outcomes such as organizational commitment. Sweeney and McFarlin explained that procedures of an organization indicate the character of the organization, thus procedural justice predicts organizational-level outcomes. Jawahar (2007) found consistent results with Sweeney and McFarlin (1993). Perceptions of procedural justice affected employees' satisfaction with performance appraisal system. Perceptions of informational justice affected their satisfaction with appraisal feedback and with appraiser (rater).

Previous research indicates to what extent the performance appraisal procedures are important for employees. The appraisal procedure's fairness may have a crucial effect on the attitude, organizational commitment, they develop for the organization. Those who believe that they are appraised objectively by their managers in a performance appraisal process are expected to commit to the organization because they will desire to remain with the organization which treats them in a just manner. Thus, procedural justice of the performance appraisal is expected to show a positive relationship with affective commitment since fair appraisal methods, receiving justifications/reasons about the results of appraisal, feedback from supervisors, transparent appraisal system, and involving employees in decision making on performance appraisal process will produce emotional attachment in employees toward the organization. Employees will feel themselves;

- as a part of the organization
- important and cared by the organization, and
- strongly belonged to the organization.

Hypothesis 1: Perceived procedural justice of the performance appraisal will exert a positive effect on affective commitment.

3.1.2. Distributive Justice and Continuance Commitment

Dilek (2005) studied the relationship between distributive justice perception and organizational commitment with employees of the army in his thesis. He found that distributive justice perception showed a positive relationship with normative commitment and affective commitment. Perceptions of distributive justice affected employees' normative commitment and affective commitment but it did not affect their continuance commitment.

If rewards are unsatisfactory, organizational commitment is low (McFarlin & Sweeney, 1992). McFarlin and Sweeney (1992) found that distributive justice predicted employees' job satisfaction and pay satisfaction. On the other hand, Swiercz *et al.* (1993) found that distributive justice is more important to organizational commitment and performance.

Çöp (2008) reported that distributive justice showed a weak positive relationship with affective commitment and continuance commitment while it showed a moderate positive relationship with normative commitment.

Employees who perceive the performance appraisal distributively fair have higher levels of pay satisfaction and promotion satisfaction (Tang & Sarsfield-Baldwin, 1996). They are more satisfied with supervision when they have clear anticipations about the appraisal process and trust in their supervisors. Both distributive justice and procedural justice are predictors of organizational commitment.

Çöp (2008)'s study indicated a weak relationship between distributive justice and continuance commitment but theoretically they should have showed a strong positive relationship (Meyer & Allen, 1984). Employees want to be evaluated with objective criteria and rewarded fairly. They wish to receive what they deserve. Rewarded employees are likely to develop continuance commitment toward the organization since there will be valuable losses if they leave the organization and look for an alternative. Continuance

commitment is primarily based on the tangible benefits obtained from the organization. If opportunities and rewards distributed are perceived fair, employees will think that they have to continue to work in the same organization because they need its benefits and it is hard for them to find an alternative organization providing the present desired benefits.

Hypothesis 2: Perceived distributive justice of the performance appraisal will exert a positive effect on continuance commitment.

3.2. Organizational Justice and Turnover Intention

Loi *et al.* (2006) found that procedural justice and distributive justice showed a negative correlation with intention to quit. On the other hand, employees' turnover intention was more strongly related to distributive justice than to procedural justice (Alexander & Ruderman, 1987).

When employees perceive that performance appraisal is procedurally and distributively just, their turnover intentions are likely to decrease. Fair procedures and policies (fair appraisal methods, fair appraisal system, asking employees' ideas before making decisions, applying the appraisal transparently and fairly) used in the determination of outcomes reduce the strength of turnover intentions of employees. Similarly, fair allocations of outcomes (pay raise, promotion, fringe benefits) corresponding to each employee's input (effort, responsibilities, stresses and strains of the job, education and training level, and work done well) weaken employees' intent to turnover.

Hypothesis 3: Perceived procedural justice of performance appraisal will exert a negative effect on turnover intention.

Hypothesis 4: Perceived distributive justice of performance appraisal will exert a negative effect on turnover intention.

3.3. Entrepreneurial Characteristics and Organizational Commitment

Locus of control influences employees' attitudes toward their jobs (Ng, Sorensen & Eby, 2006). When employees with internal locus of control are allowed to control and manage their own work roles, they develop more positive affective attitudes such as global job satisfaction (satisfaction with pay, promotion, supervisor, and coworkers) and affective

organizational commitment. Coleman, Irving and Cooper (1999) found that employees with external locus of control had higher levels of continuance commitment whereas employees with internal locus of control had higher levels of affective commitment.

While testing the validity of Spector's Work Locus of Control Scale (1988), Orpen (1992) found that employees with internal locus of control experienced more job satisfaction, organizational commitment, job performance, work motivation, and perceived influence whereas employees with external locus of control experienced less work stress. Muhonen and Torkelson (2004) also found that employees with external work locus of control experienced lower job satisfaction. Aslan (2006) found consistent results: there was a negative relationship between job satisfaction and locus of control, and employees with internal locus of control experienced higher job satisfaction levels.

Steers and Braunstein (1976) tested the degree to which their Manifest Needs Questionnaire predicted organizational commitment and the effects of job characteristics on performance. They found that there was a positive relationship between organizational commitment and need for achievement. High achievers might view the organization as a means for satisfying their need for achievement. Their desire to remain with the organization depended on their job duties, feedback about performance, and opportunities for promotion. High achievers were more likely to show high levels of performance in challenging and enriched jobs which would satisfy their need. Organizational commitment and career satisfaction were negatively correlated with need for independence.

Coleman *et al.* (1999) and Orpen (1992) compared employees' organizational commitment according to their locus of control. In comparison to externals, employees with internal locus of control are more likely to commit affectively whereas externals are more likely to develop continuance commitment. In this thesis, internal locus of control – as an entrepreneurial characteristic – is expected to decrease both affective and continuance commitment. Internals believe in their effort, abilities and skills. They think rationally, take calculated risks, and value independence. They do not need to attach emotionally to the organization, and feel as a part of it.

Hypothesis 5a: Internal locus of control decreases affective commitment.

Amyx and Alford (2005) found that salespeople with high need for achievement had weak organizational commitment. Researchers explained that high achievers might be prone to turnover when they encountered with more challenging job in another organization. Satisfaction of their need was a priority and more important than the desire to remain in the organization. In contrast, Baruch *et al.* (2004) found that need for achievement had a positive relationship with organizational commitment.

High achievers are self-confident and they believe that they can attain interesting and challenging goals even if the case is to start their own business. They will only commit affectively if the organization satisfies their need to achieve by providing moderate risks, feedback, realistic goals, and enriched jobs. Otherwise, they will not be affectively committed.

Hypothesis 5b: Need for achievement decreases affective commitment.

When high independents are an employee of an organization, they are unable to develop affective commitment because commitment is another form of dependence for them which is contrary to their nature. They do not feel themselves as a part of the organization and belonged to it. Their problems are theirs, and the organization's problems are its. Under the right conditions, they are ready to establish their own business without hesitation.

Hypothesis 5c: Need for independence decreases affective commitment.

Internals do not feel any financial obligation to remain with the organization because with their superior performance and reliance on their abilities, they are unlikely to develop continuance commitment. They are able to transfer their abilities to another organization or to their own business. If they have non-transferable abilities, with their ambition, they acquire required skills to perform well.

Hypothesis 6a: Internal locus of control decreases continuance commitment.

High achievers' continuance commitment will also be weak because their high levels of effort and achievement of goals guarantee their future success in starting their own business or finding a preferable alternative company that offers seniority-based privileges and benefits.

Hypothesis 6b: Need for achievement decreases continuance commitment.

Employees with strong entrepreneurial characteristics (internal locus of control, need for achievement, and need for independence) have the potential to leave the organization and establish their own business. Especially, high independents have weak commitment to the organization since they prefer to be the boss of their business, and financially independent. They are self-reliant on their capabilities and do not necessitate to ask others' ideas before making a decision. They dislike receiving orders from their superordinates because they want to plan and execute their tasks. They believe that with their initiative and high levels of effort, they do not have to continue to work in an organization they are dissatisfied with. Since they want independence in work life, their alternative job is ready: their own business to be started or a company that provides independence in their job.

Hypothesis 6c: Need for independence decreases continuance commitment.

3.4. Entrepreneurial Characteristics and Turnover Intention

People with internal locus of control believe that the environment, external factors, and their fate are under their control. Therefore, they have the potential to quit the job if they have enough intention to turnover. In contrast, people with external locus of control believe that nothing is under their control, thus, they would prefer to remain even on a dissatisfying job and avoid any attempts to change their situation into a desirable one. Allen, Weeks and Moffitt (2005) hypothesized that people with internal locus of control believe that events were under their own control and they should be more prone to carry out their turnover intentions and quit the job behaviorally. But the relationship between turnover intentions and locus of control did not reach the significance levels.

Ng and Butts (2009) found that high information sharing (sharing company-related information to employees) and high job significance (jobs that influence other employees

and organizational performance) strongly affected intentions to stay of employees with internal locus of control. Opportunity for learning (investing in human capital by enabling them to acquire skills and knowledge) showed a stronger negative relationship with turnover intentions of employees with internal locus of control. High opportunity for learning and high availability of rewards for performance strongly affected intentions to stay of employees with internal locus of control. Researchers advised that organizations should hire employees with internal locus of control since they showed higher job performance.

Steers and Braunstein (1976) commented that remaining apart from the organization might be more satisfying for high independents. Intention to quit was positively correlated with need for independence. Hierarchical level in the organization was positively correlated with need for achievement since high achievers show high levels of job performance that enable them to be rewarded with promotion. In contrast, hierarchical level was negatively correlated with need for independence since high independents valued independence more than they valued promotion. Unsurprisingly, the relationship between job performance and need for independence was negative.

Employees with internal locus of control desire rewards for their achievements, career development, and control over issues related to their work. When these expectations are not met, they are likely to intend to turnover. They think that there is no need to rely on the “right people” because their abilities, skills, and effort will bring the ideal job or will enable them to create their own business.

Hypothesis 7a: Internal locus of control increases turnover intention.

For high achievers, enriched jobs with moderate risks and realistic goals are preferable. If the organization does not satisfy their need for achievement, high achievers will search for ways to satisfy their need. They may apply for jobs, or better for them, create their business organization. Creating their own business will be their most crucial achievement. Thus, high achievers are likely to quit if they are frustrated or dissatisfied with their job and/or organization.

Hypothesis 7b: Need for achievement increases turnover intention.

High independents have strong turnover intentions because they do not prefer taking orders, and asking others' viewpoints while they are about to make a decision. They want to be so independent that they have to be free to make choices on their own. They expect feedback about their performance but they do not want to be monitored and supervised continuously and closely by their superordinates. They believe that they are capable of planning and executing their job. But, they anticipate feedback after they have handled a report about what they have done. If they are not satisfied with the execution of work, organization's procedures and policies, and supervisors' treatment, they will have strong turnover intentions. As Steers and Braunstein (1976) stated, remaining apart from the organization is a desirable choice for high independents.

Hypothesis 7c: Need for independence increases turnover intention.

3.5. Organizational Commitment and Turnover Intention

Somers (1995) studied the relationship between organizational commitment and turnover intention with a sample of nurses. He found that affective commitment and normative commitment were negatively correlated with turnover intention. Moreover, continuance commitment and affective commitment interacted in predicting turnover intention which indicated that high levels of continuance commitment decreased the strength of the relationship between affective commitment and intent to remain. Somers (1995) explained that high sunk costs lead to enforced continuance in the organization and employees want to justify their continuance by distorting their level of affective commitment. Employees' enforcedly developed affective commitment is a rationalization which is free from genuineness. Gürpınar (2006) and Aydoğdu (2009) also found a negative relationship between organizational commitment and intention to quit.

Vandenberghe and Bentein (2009) reported consistent results with Somers's (1995) study. Affective organizational commitment and affective commitment to the supervisor showed a negative relationship with intention to quit whereas only affective commitment to the supervisor showed a negative relationship with actual turnover. Affective commitment to

the supervisor was more strongly related to turnover intentions and actual turnover when affective organizational commitment was low. Vandenberghe and Bentein (2009) suggested that employees' affective commitment to their supervisors may retain them in the organization and decrease the intention to quit and the rate of turnover even though they have a weak affective organizational commitment.

Intention to quit is negatively correlated with affective commitment (Loi *et al.*, 2006). Affectively committed employees identify themselves with the organization and want to remain in the organization. They feel they are a "part of the family" and working there has a special meaning for them. Employees who developed continuance commitment do not prefer to leave the organization due to the absence of attractive alternatives and/or their investments in the organization.

Hypothesis 8: Affective commitment is anticipated to exert a negative effect on turnover intention.

Hypothesis 9: Continuance commitment is anticipated to exert a negative effect on turnover intention.

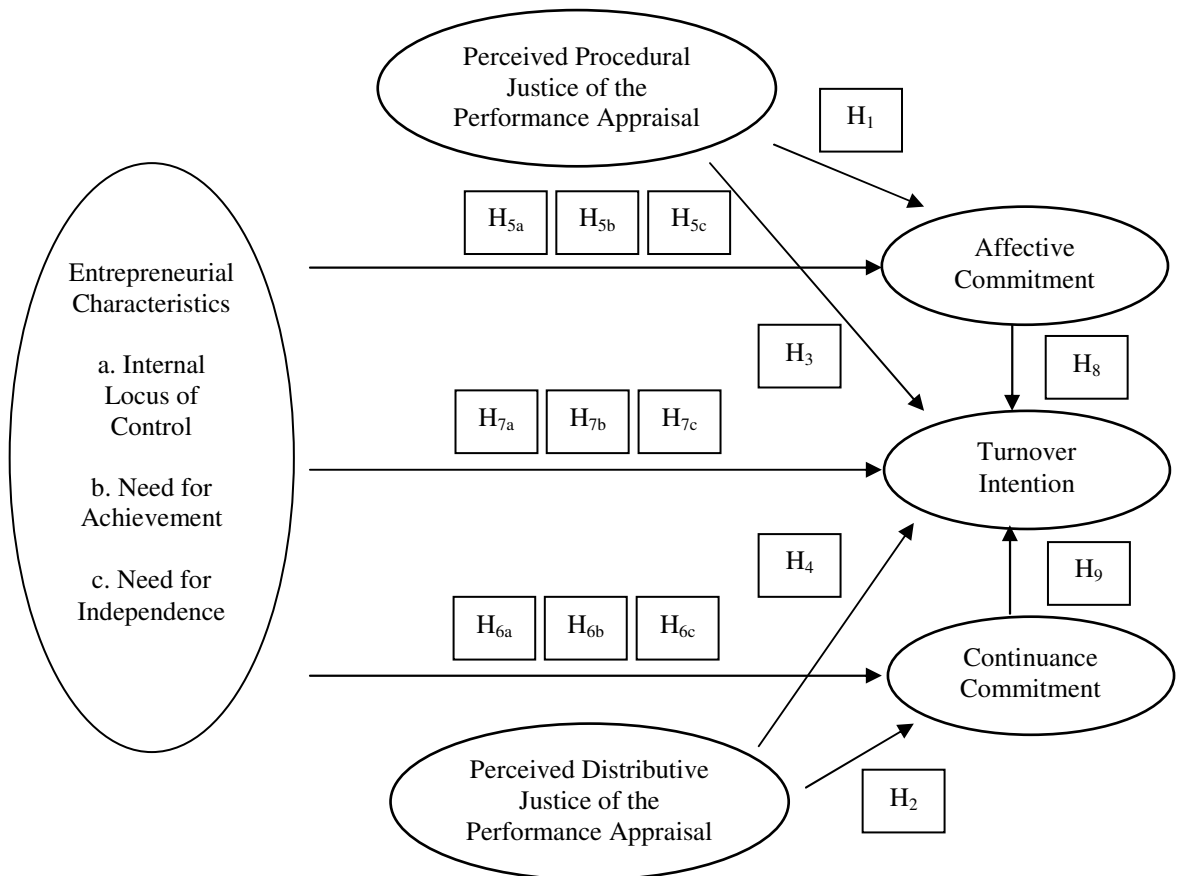


Figure 3.1 Hypothesized direct relations between the variables.

4. MODERATING RELATIONS between THE VARIABLES

Direct relations between the variables propose that employees with entrepreneurial characteristics have weak organizational commitment and stronger turnover intentions if their needs are not met. This means that these employees are potential competitors of their current organization. Therefore, it indicates the extent of a procedurally and distributively fair performance appraisal system's importance for retaining these employees.

4.1. The Moderating Role of Perceived Procedural Justice of the Performance Appraisal on the Relationship between Entrepreneurial Characteristics and Affective Commitment

Procedural justice of the performance appraisal is expected to show a positive relationship with affective commitment since fair appraisal methods, receiving justifications/reasons about the results of appraisal, and transparent appraisal system will produce emotional attachment in employees toward the organization. Therefore, with the presence of a procedurally just performance appraisal, employees with entrepreneurship potential will be more likely to affectively commit to the organization.

Employees with internal locus of control rely on their effort, abilities and skills. Their risk-taking, rational, and independent temperament prevent them from attaching emotionally to the organization, and feeling as a part of it. Ng, Sorensen and Eby (2006) found that when employees with internal locus of control are allowed to control and manage their own work roles, they develop affective organizational commitment. In order to increase their affective commitment, they should be assigned to tasks on which they can use their abilities and skills to accomplish. They should be appraised fairly, transparently, and objectively by their managers in order to create a desire to remain with the organization which treats them in a just manner. They should be involved in decision making part of the performance appraisal process in order to make them feel important and cared by the organization. Tactics used in performance appraisal may increase affective commitment levels of employees with internal locus of control.

Hypothesis 10a: Perceived procedural justice moderates the relationship between internal locus of control and affective commitment.

High achievers will only commit affectively if the organization satisfies their need to achieve by providing challenging goals, moderate risks, feedback, realistic goals, and enriched jobs. Therefore, a procedurally fair performance appraisal meeting should contain convincing feedback about their performance and justifications for the rating they receive. While setting goals, their point of view and suggestions should be considered. Under these conditions their level of affective commitment may increase, and this reduces the probability of losing them. Otherwise, their affective commitment will be low.

Hypothesis 10b: Perceived procedural justice moderates the relationship between need for achievement and affective commitment.

Under normal circumstances, high independents have weak affective commitment to the organization because they prefer to be managerially and financially independent. They want to make decisions without consulting other people. They do not feel themselves as a part of the organization and belonged to it. They have weak affective commitment because commitment is another form of dependence for them. If an organization wants to gain its high independents, it should give importance to their ideas during the performance appraisal process, and allow them to make nonhazardous decisions while performing their job in order to make them feel independent and important. Their perception of a procedurally fair performance appraisal process may increase their level of affective commitment because when they have voice and are included in decision making, they will be deceived that they do not receive orders from superordinates.

Hypothesis 10c: Perceived procedural justice moderates the relationship between need for independence and affective commitment.

4.2. The Moderating Role of Perceived Distributive Justice of the Performance Appraisal on the Relationship between Entrepreneurial Characteristics and Continuance Commitment

Continuance commitment is likely to be developed by rewarded employees since there will be valuable losses if they leave the organization and look for an alternative. Fairly distributed opportunities and rewards make employees think that they have to continue to work in the organization because it is hard to find an alternative providing the desired benefits. Therefore, with the presence of a distributively just performance appraisal, employees with entrepreneurship potential will be more likely to develop continuance commitment to the organization.

Employees with internal locus of control are unlikely to develop continuance commitment. They believe in their abilities that enable them to perform well anywhere they work, so they do not feel financially obliged to remain with the organization. Their weak continuance commitment can be increased with a distributively fair performance appraisal. When they receive the deserved outputs for their inputs, they will perceive the appraisal distributively just and develop continuance commitment.

Hypothesis 11a: Perceived distributive justice moderates the relationship between internal locus of control and continuance commitment.

High achievers' high levels of effort and achievement of goals assure their future success for creating their own business or finding an alternative that offers seniority-based privileges and benefits. Similarly, their weak continuance commitment can be increased with a distributively fair performance appraisal. Their rewarded effort and achievements lead to the development of continuance commitment.

Hypothesis 11b: Perceived distributive justice moderates the relationship between need for achievement and continuance commitment.

High independents show initiative and high levels of effort. Their performance should lead to distributively fair rewards such as premium, promotion, and pay raise. These motivators

preclude them from looking for alternatives or starting their own business. If performance appraisal is not perceived distributively fair, their continuance commitment will be weak because they do not have to continue to work in an organization they are dissatisfied with.

Hypothesis 11c: Perceived distributive justice moderates the relationship between need for independence and continuance commitment.

4.3. The Moderating Role of Perceived Procedural Justice of the Performance Appraisal on the Relationship between Entrepreneurial Characteristics and Turnover Intention

When employees perceive that performance appraisal is procedurally just, their turnover intentions are likely to decrease. Fair appraisal methods, fair appraisal system, asking employees' ideas before making decisions, and applying the appraisal transparently and fairly reduce the strength of turnover intentions of employees. Therefore, with the presence of a procedurally just performance appraisal, employees with entrepreneurship potential will be less likely to have turnover intention.

Employees with internal locus of control expect rewards for their achievements, career development, and control over their work. When these expectations are not met, they are likely to intend to turnover. These expectations can be satisfied with a procedurally fair performance appraisal. With fair methods and measurements, they can be rewarded with training in which they have an interest, their strengths and weaknesses detected in the appraisal accelerate their career development, and their superior performance can bring them more authority. These fair practices may decrease internals' turnover intention.

Hypothesis 12a: Perceived procedural justice moderates the relationship between internal locus of control and turnover intention.

Enriched jobs with moderate risks and realistic goals motivate high achievers. If they are represented with tasks that will satisfy their need for achievement, their achievements are appraised fairly, and they receive the rating they deserved, their turnover intentions will be likely to decrease.

Hypothesis 12b: Perceived procedural justice moderates the relationship between need for achievement and turnover intention.

High independents have strong turnover intentions. To retain them in the organization, they should be provided with feedback about their performance. They should be made satisfied with the execution of work (being allowed to make “nonhazardous” decisions on their own), organization’s procedures and policies (not being monitored continuously), and supervisors’ treatment.

Hypothesis 12c: Perceived procedural justice moderates the relationship between need for independence and turnover intention.

4.4. The Moderating Role of Perceived Distributive Justice of the Performance Appraisal on the Relationship between Entrepreneurial Characteristics and Turnover Intention

Fair distributions of outcomes (pay raise, promotion, etc.) matching to each employee’s input (effort, responsibilities, and work done well) weaken employees’ intent to turnover. Therefore, with the presence of a distributively just performance appraisal, employees with entrepreneurship potential will be less likely to have turnover intention.

With their inner motivation, internals show greater effort for getting the valued rewards. To retain them, their successful performance has to be appraised fairly and followed by a desired reward. Valuable losses have to be created in order to prevent them from leaving the organization and looking for an alternative or starting their own business. A distributively fair appraisal system may retain them in the organization.

Hypothesis 13a: Perceived distributive justice moderates the relationship between internal locus of control and turnover intention.

For high achievers, progressing in the hierarchy is important and satisfying. They expect to be promoted for their outstanding performance. A distributively fair appraisal system has to recognize their achievements and result with a development in their career. In this way,

their turnover intentions and the likelihood of facing them as a competitor someday are likely to decrease.

Hypothesis 13b: Perceived distributive justice moderates the relationship between need for achievement and turnover intention.

High independents prefer to be financially independent. If they deserve, their performance should be rewarded with pay raise and tangible benefits. When a distributively just appraisal satisfies their expectations, their turnover intention will be likely to decrease.

Hypothesis 13c: Perceived distributive justice moderates the relationship between need for independence and turnover intention.

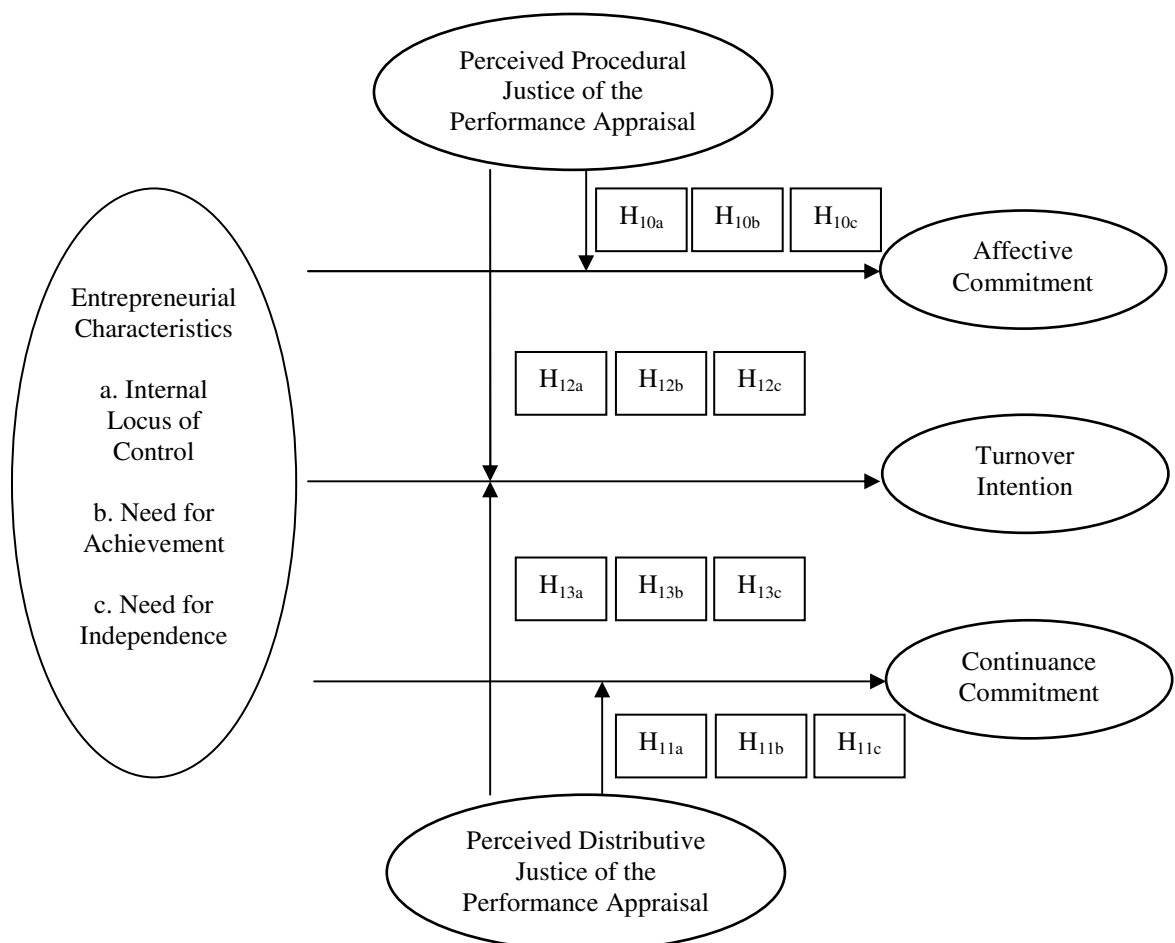


Figure 4.1 Hypothesized moderating relations between the variables.

5. THE MAIN STUDY and the RESULTS

5.1. Participants

Data for the pre-study were collected from a multinational telecom vendor company. Participants were 57 employees (32 males and 25 females) who experienced the performance appraisal process in the company. Their ages ranged from 24 to 36 ($M = 27.32$, $SD = 2.61$). Forty-three of them graduated from university, and 14 received a master's degree. Their length of service ranged from .5 to 9 years ($M = 3.07$, $SD = 1.74$).

Data for the main study were collected from two different companies: an information technologies company and a pharmaceuticals company. Forty-two males and 15 females participated from the information technologies company and they experienced the performance appraisal process in the company. Their ages ranged from 23 to 40 ($M = 28.30$; $SD = 2.90$). Forty-two of them graduated from university, and 15 of them had a master's degree. Their length of service varied from 0.75 to 6.0 years ($M = 2.47$; $SD = 1.36$).

Fifty-nine males and 22 females participated from the pharmaceuticals company and they experienced the performance appraisal process in the company. Their ages ranged from 28 to 47 ($M = 33.69$; $SD = 4.12$). Sixty-six of them graduated from university, 13 of them had a master's degree, and 2 of them completed high school. Their length of service varied from 1.0 to 23.0 years ($M = 6.76$; $SD = 3.61$). Table 5.1.1 and Table 5.1.2 show the demographic information of the whole participants from the three companies.

Table 5.1.1 Descriptive statistics of age and length of service from all companies

	N	Minimum	Maximum	Mean	Std. Deviation
Age	192	23	47	30.20	4.46
Length of Service (in terms of year)	191	.50	23.00	4.44	3.28
Valid	188				

Table 5.1.2 Gender and education information from all companies

		Frequency	Percent
Valid	Male	133	68.2
	Female	62	31.8
	Total	195	100.0
		Frequency	Percent
Valid	High School	2	1.0
	University	151	77.4
	Master's	42	21.5
	Total	195	100.0

5.2. Materials

5.2.1. Internal Locus of Control Scale

Internal Locus of Control Scale was adapted from the scale developed by Spector (1988). Spector's scale was used in this thesis since the scale was domain-specific. The statements were related with employees' general beliefs about the work life (e.g., employees' beliefs about getting a job, promotions, and job performance). The original scale contained 16 items. In this thesis, 11 items were given in the pre-study and some statements were adapted. Most of this scale's items (Statement 1, 2, 3, 4, 6, 7, 8, 9, and 10) were translated from English to Turkish. The translation was controlled by a native English speaker academician for back translation, and a Turkish academician (see Appendix 1).

In the analysis of the Pre-study, statements with external viewpoint (Statements 2, 3, 6, 8, 10, and 11) were reverse-scored. Five items were stated from an internal viewpoint. A 5-point Likert-type response scale was represented to the participants. Responses ranged from 1 (=I strongly disagree) to 5 (=I strongly agree). Reliability scores of this scale ranged from .75 to .85 in various field studies (Spector, 1988). In this thesis, lower scores on this scale indicated external locus of control. Higher scores indicated internal locus of control (see Appendix 2).

5.2.2. Need for Achievement Scale

Participants' need for achievement was measured with the scale developed by Steers and Braunstein (1976). It was measured with five items on a 5-point Likert-type response scale. Responses ranged from 1 (=I strongly disagree) to 5 (=I strongly agree). Steers and Braunstein (1976) reported that the test-retest reliability of need for achievement was .72. Internal consistency of need for achievement and was .66.

5.2.3. Need for Independence Scale

Participants' need for independence was adapted from the scale developed by Hisrich and Brush (1985; cited in Hisrich, Peters & Shepherd, 2005). In the pre-study, it was measured with 5 items on a 5-point Likert-type response scale. Only Statement 5 was reverse-scored. Responses ranged from 1 (=I strongly disagree) to 5 (=I strongly agree).

5.2.4. Turnover Intention Scale

Turnover intention was measured with the scale developed by Cammann, Fichman, Jenkins and Klesh (1983). It was adapted, and involved two items. Responses ranged from 1 (=I strongly disagree) to 5 (=I strongly agree). Reliability of this scale was reported to be as .78 (Aray, 2008).

5.2.5. Organizational Commitment Scale

Organizational commitment's two dimensions were measured in this research: affective commitment and continuance commitment. The scale was developed by Mowday, Steers and Porter (1979), and Allen and Meyer (1990). It was adapted for this thesis. Affective commitment was measured with eight items, and continuance commitment was measured with seven items. Responses ranged from 1 (=I strongly disagree) to 5 (=I strongly agree). Reliability was reported to be ranging from .82 to .93 by Mowday *et al.* (1979). Internal consistency of affective commitment and continuance commitment scales were reported to be .87 and .75, respectively, by Allen and Meyer (1990).

This scale's items were translated from English to Turkish. The translation was controlled by the same academicians (see Appendix 1).

5.2.6. Procedural Justice and Distributive Justice Scale

This scale was adapted from Tang and Sarsfield-Baldwin's (1996) study. Their scale was composed of 27 questions. For this thesis, the questions were transformed into positive statements and responses ranged from 1 (=I strongly disagree) to 5 (=I strongly agree). In the pre-study, procedural justice was measured with seven items, and distributive justice was measured with five items. Tang and Sarsfield-Baldwin (1996) reported reliability as .95 for distributive justice, and a range between .74 and .95 for procedural justice.

This scale's items were also translated from English to Turkish, and the translation was controlled by the same academicians (see Appendix 1).

5.2.7. Background Information

Participants' background information consisted of five questions. Their gender, age, education level, length or service in the organization, and their last performance rating were asked.

5.3. Ethical Issues

Participants were represented with the aim and subject of the research and they were ensured that all information was collected confidentially and would not be shared with the third parties. Their names and titles were not even asked. They participated voluntarily.

5.4. Procedure

In the pre-study, data were collected via the questionnaire papers that were distributed in the company. In the main study, participants submitted the questionnaire via an e-mail with the questionnaire attached or via a link (the questionnaire was prepared at a free website at which all responses to the questions could be tracked one by one).

5.5. Performance Appraisal Systems of the Participant Companies

5.5.1. Performance Appraisal System in the Multinational Telecom Vendor Company

Employees' performance is appraised by their managers primarily, and by their peers (ideas about the project duration, difficulty of the project, etc.). If an employee gives support or completes a project for another department, then the comments of that department's manager are considered as well. At the beginning of the year, objectives are set with an agreement between the manager and the employee. A midterm evaluation is executed to understand what is achieved until then. The employee's overall performance is appraised according to the objectives at the end of the year. In a performance appraisal meeting, failures and deficiencies are detected; employees' comments about the reasons for failures are asked; new objectives are determined for the next year; and objectives are redeveloped when an employee cannot achieve a goal. Objective redevelopment may result with rotation (being transferred to another task) and removal of the objective; and it extends the time for promotion. Performance appraisal results are represented with the following terms: "Most Effective", "Successful", and "Least Effective." Least Effectives do not receive any salary increase. Successful employees meet the job requirements, and Most Effectives meet the job requirements exceedingly. Management uses performance appraisal results in making decisions about salary, training, and promotion. Training is given to the Least Effectives if they are transferred to another department, and if they have the potential to be promoted. The Most Effectives are of top priority for promotion. Fringe benefits are provided identically for all employees according to the annual incentive plan of the organization.

5.5.2. Performance Appraisal System in the Information Technologies Company

Employees' performance is appraised by themselves (self-appraisal) and by their managers. Appraisal procedure has two parts: a general evaluation and a technical evaluation. General evaluation comprises of daily activities whereas technical evaluation

consists of completed projects and competencies. Firstly, employees appraise their own performance by comparing it to the expected criteria, and then managers appraise their subordinates' performance by comparing it to the same criteria. In a performance appraisal meeting, a manager appraises his/her subordinate, and appraisees are allowed to mention their thoughts. Objective-setting is determined by the manager only. In an appraisal meeting, firstly the supervisor and then the subordinate –if he/she thinks it is necessary– discuss the following issues: past term's success criteria regarding objectives and competencies, and to what extent they are achieved; obstacles and difficulties that impede being successful; deficiencies in skills and knowledge; and determining the areas that require training and development to demonstrate a better performance. Performance rating ranges between 1.00 and 5.00 (1.00-1.98 = extremely lower performance than the expected success; 1.99-2.89 = lower performance than the expected success, requiring improvement of performance; 2.90-3.59 = performance that meets the expected success; 3.60-4.49 = higher performance than the expected success; 4.50-5.00 = extremely higher performance than the expected success). Management uses performance rating in making decisions about salary, training, promotion, and fringe benefits.

5.5.3. Performance Appraisal System in the Pharmaceuticals Company

Employees' performance is appraised by their managers. They are appraised according to the main responsibilities written in their job description and individual business objectives to be achieved. Before the appraisal meeting, manager sends his/her subordinates a mail that involves the topics to be discussed. These topics include performance in core job (task accomplishment, competencies, and behaviors); factors that aid and obstruct core job performance; feedback received from co-workers and customers; attainment of targets; achievements, competencies, and behaviors that created added value to the company; the influence of the development plan on the achievement of goals; development and training needs; and feedback about supervisor's help for the achievement of goals and his/her leadership competencies. Performance rating ranges between 1 and 4 (1 = below 70; 2 = 70-79; 3 = 80-89; 4 = 90-100%). Management uses performance rating in making decisions about salary, training, promotion, and premium.

5.6. Analysis of the Pre-study

All data reduction and reliability analyses were conducted with SPSS 13.0 for Windows. As the results of data reduction, some statements were excluded from the questionnaire. Internal Work Locus of Control Scale statements were reduced to 6 statements (Statement 2, 3, 6, 7, and 10 were omitted). Only Statement 1 was excluded from the Need for Independence Scale. Three new self-developed statements were added to this scale to be used in the Main Study. Only Statement 6 of the Organizational Commitment Scale's affective commitment part, and Statement 1, 2, and 3 of the same scale's continuance commitment part were excluded from the questionnaire. Finally, only Statement 2 of the Procedural Justice Scale was omitted (see Appendix 2 and Appendix 3).

After the data reduction, reliability levels of the scales were tested. Cronbach's alphas for Internal Locus of Control Scale, Need for Achievement Scale, Need for Independence Scale, Turnover Intention Scale, Affective Commitment Scale, Continuance Commitment Scale, Procedural Justice Scale, and Distributive Justice Scale were .69, .86, .56, .76, .89, .86, .84, and .96, respectively.

5.7. Analysis of the Pre-Study and the Main Study Data

As the results of data reduction, some statements were excluded from the questionnaire. Internal Locus of Control Scale statements were reduced to 5 statements (Statement 8 was omitted). Statement 2 and Statement 5 were excluded from the Need for Achievement Scale and the Need for Independence Scale, respectively. Finally, Statement 1 and Statement 3 of the Procedural Justice Scale were omitted (see Table 5.7.1 and Table 5.7.2). Hundred-and-seventeen participants reported their last performance rating, so we did not include it in our analyses.

After the data reduction, reliability levels of the scales were tested. Cronbach's alphas for Internal Locus of Control Scale, Need for Achievement Scale, Need for Independence Scale, Turnover Intention Scale, Affective Commitment Scale, Continuance Commitment Scale, Procedural Justice Scale, and Distributive Justice Scale were .87, .81, .72, .91, .92, .83, .85, and .96, respectively (see Table 5.7.1 and Table 5.7.2).

Table 5.7.1 Rotated component matrix for the entrepreneurial characteristics

	Component		
	Locus of control	Need for independence	Need for achievement
Cronbach's Alpha	87.20	71.79	80.91
L11. İnsanın iş başarısı torpil, şans ve kader gibi faktörlerden ziyade kendi yetenek ve çabalarıyla belirlenir.	.785		
L9. İşini iyi yapan insanlar genellikle iş hayatında başarılı olurlar.	.764		
L1. Çoğu iş'te, insanlar başarmak için yola çıkıp çok çalışırlarsa büyük ölçüde başarılı olabilirler.	.722		
L5. İş hayatındaki başarı genellikle talihli olmakla ilgili bir mesele değildir.	.611		
L4. Eğer çaba gösterirse, çoğu insan işini iyi yapabilir.	.551		
IND6. Yönetmel açıdan bağımsız olmak isterim.		.755	
IND7. Kendi işimin patronu olmayı tercih ederim.		.748	
IND3. Yüksek gelirli fakat üstlerinden emir alan bir çalışan/yönetici olmaktansa, daha düşük gelirli bir küçük işletme patronu olmayı tercih ederim.		.716	
IND2. Emir almaktan ve başkalarının ne yapacağımı söylemesinden hiç hoşlanmam.		.570	
IND4. Finansal açıdan bağımsız olmak isterim.		.556	
IND8. Önemli kararları verirken bağımsız olmayı isterim.		.511	
ACH4. Gerçekçi hedefler koyup onlara ulaşmaktan zevk alırım.			.834
ACH3. Görevimi tamamladıktan sonra ne ölçüde başarılı olup ilerleme kaydettiğimi bilmek isterim.			.746
ACH1. İş performansımı sürekli geliştirmek için çok çaba sarf ederim.			.720
ACH5. Zor bir görevi tamamlamaktan haz duyarım.			.605
% of variance	17.843	17.275	16.741

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Total variance explained: 51.859%

Table 5.7.2 Rotated component matrix for attitudes and perceptions

	Component				
	Affective Commitment	Distributive Justice	Procedural Justice	Continuance Commitment	Turnover Intention
Cronbach's Alpha	92.29	96.12	84.77	83.26	91.28
AFF2. Kendimi bu kuruma duygusal olarak bağılı hissediyorum.	.825				
AFF3. Bu kurumda çalışmanın benim için çok özel bir anlamı var.	.823				
AFF4. Bu kuruma güçlü bir aidiyet hissi duyuyorum.	.813				
AFF5. Bu kurumda çalıştığımı diğer insanlara anlatmaktan gurur duyuyorum.	.802				
AFF8. Başkalarıyla çalıştığım kurum hakkında konuşmaktan hoşlanıyorum.	.731				
AFF1. Bu kurumda kendimi ailenin bir parçası gibi hissediyorum.	.727				
AFF7. Bu kurumun karşılaştığı her problemi kendi problemim gibi hissederim.	.587				
D3. Yaptığım işin stres ve zorluklarına kıyasla bu kurumun bana sağladığı imkân ve ödüller adildir.		.879			
D5. Başarıyla tamamladığım işlere kıyasla bu kurumun bana sağladığı imkân ve ödüller adildir.		.861			

Table 5.7.2 Rotated component matrix for attitudes and perceptions (continued)

	Component				
	Affective Commitment	Distributive Justice	Procedural Justice	Continuance Commitment	Turnover Intention
D2. Aldığım görev ve sorumluluklara kıyasla bu kurumun bana sağladığı imkân ve ödüller adildir.		.851			
D4. Sahip olduğum eğitim/gelişme düzeyime kıyasla bu kurumun bana sağladığı imkân ve ödüller adildir.		.843			
D1. Ortaya koyduğum performansa kıyasla bu kurumun bana sağladığı imkân ve ödüller adildir.		.835			
P4. Bu kurumda her dönem yöneticilerim bana verdikleri performans puanının gerekçelerini açıklarlar.			.818		
P7. En son aldığım performans puanı zaten beklediğim gibiydi.			.780		
P6. Bu kurumdaki performans değerlendirme sürecinde kararlar personelin de katılımı ile alınır.			.690		
P5. Bu kurumdaki performans değerlendirme sistemi çok şeffaftır.			.677		
CON6. Şu an için pek fazla seçeneğim olmadığından bu kurumda çalışmaya devam ediyorum.				.791	

Table 5.7.2 Rotated component matrix for attitudes and perceptions (continued)

	Component				
	Affective Commitment	Distributive Justice	Procedural Justice	Continuance Commitment	Turnover Intention
CON5. Artık bu kurumda çalışmaya devam etmek benim için bir arzudan ziyade bir mecburiyettir.				.775	
CON7. Bu kuruma kendimi “mecburiyetten” bağlı hissediyorum.				.764	
CON4. Bu kurumdan ayrılmaya kalksam yeni ve uygun bir iş bulma şansım çok az olurdu.				.699	
T2. Yakın bir zamanda yeni bir iş aramayı düşünüyorum.					-.781
T1. Firmamdan ayrılmayı sıkça düşünüyorum.					-.728
% of variance	22.603	20.605	12.986	11.825	9.214

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Total variance explained: 77.233%

5.8. Correlational Analysis

All analyses were conducted with SPSS 13.0 for Windows. Each scale's item scores were summed separately and their mean scores were calculated for correlational analysis. Means and standard deviations were represented in Table 5.8.1 and correlational results were represented in Table 5.8.2.

Perceived procedural justice of the performance appraisal showed a significantly positive relationship with affective commitment, $r(193) = .48, p < .01$. Perceived procedural justice of performance appraisal showed a significantly negative relationship with turnover intention, $r(191) = -.47, p < .01$.

Table 5.8.1 Means and standard deviations

	Mean	Standard Deviation
Locus of Control	3.3467	.92275
Need for Achievement	4.3487	.57789
Need for Independence	3.4829	.64505
Turnover Intention	2.2927	1.02878
Affective Commitment	3.5341	.87173
Continuance Commitment	1.9603	.80191
Procedural Justice	3.5167	.91030
Distributive Justice	3.0256	1.07433

Table 5.8.2 Correlations between the variables***

	LOCUS	N-ACH	N-IND	TURN	AFFECT	CONT	PRO	DIST
LOCUS	1							
N-ACH	.296(**)	1						
N-IND	-.048	-.149(*)	1					
TURN	-.244(**)	-.270(**)	.186(**)	1				
AFFECT	.307(**)	.558(**)	-.179(*)	-.601(**)	1			
CONT	-.193(**)	-.407(**)	.147(*)	.495(**)	-.472(**)	1		
PRO	.260(**)	.326(**)	-.022	-.465(**)	.476(**)	-.372(**)	1	
DIST	.258(**)	.377(**)	-.098	-.491(**)	.528(**)	-.252(**)	.638(**)	1

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

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

*** Variables are as follows: Locus of control, need for achievement, need for independence, turnover intention, affective commitment, continuance commitment, procedural justice, and distributive justice.

Perceived distributive justice of the performance appraisal showed a significantly negative relationship with continuance commitment, $r(193) = -.25, p < .01$. Perceived distributive justice of performance appraisal showed a significantly negative relationship with turnover intention, $r(191) = -.49, p < .01$. Internal locus of control showed a significantly positive relationship with affective commitment, $r(193) = .31, p < .01$. Need for achievement showed a significantly positive relationship with affective commitment, $r(193) = .56, p < .01$. Need for independence showed a significantly negative relationship with affective commitment, $r(193) = -.18, p < .05$. Internal locus of control showed a significantly negative relationship with continuance commitment, $r(193) = -.19, p < .01$. Need for

achievement showed a significantly negative relationship with continuance commitment, $r(193) = -.41, p < .01$. Need for independence showed a significantly positive relationship with continuance commitment, $r(193) = .15, p < .05$. Internal locus of control showed a significantly negative relationship with turnover intention, $r(191) = -.24, p < .01$. Need for achievement showed a significantly negative relationship with turnover intention, $r(191) = -.27, p < .01$. Need for independence showed a significantly positive relationship with turnover intention, $r(191) = .19, p < .01$. Affective commitment showed a significantly negative relationship with turnover intention, $r(191) = -.60, p < .01$. Continuance commitment showed a significantly positive relationship with turnover intention, $r(191) = .50, p < .01$.

5.9. Direct Hypotheses Tests via Multiple Regression Analyses

Multiple regression analyses were conducted to evaluate how well the independent variables predicted the dependent variable.

5.9.1. Direct Effects of Justice Perceptions and Entrepreneurial Characteristics on Affective Commitment

The predictors were procedural justice, distributive justice, internal locus of control, need for achievement, and need for independence, whereas the criterion variable was affective commitment (see Table 5.9.1.1). The linear combination of the predictors was significantly related to affective commitment, $F(5, 189) = 32.42, p = .000$. The sample multiple correlation coefficient was .68, indicating that approximately 46% of the variance of affective commitment in the sample can be accounted for by the linear combination of justice perceptions and entrepreneurial characteristics.

Perceived procedural justice of the performance appraisal exerted a significantly positive effect on affective commitment, $t(194) = 2.47, p < .10$. Thus, Hypothesis 1 was accepted. Perceived distributive justice of the performance appraisal exerted a significantly positive effect on affective commitment, $t(194) = 3.45, p < .10$. Internal locus of control exerted a non-significant positive effect on affective commitment, $t(194) = 1.48, p > .10$. Thus,

Hypothesis 5a was rejected. Need for achievement exerted a significantly positive effect on affective commitment, $t(194) = 6.18, p < .10$. Thus, Hypothesis 5b was rejected. Need for independence exerted a significantly negative effect on affective commitment, $t(194) = -1.69, p < .10$. Thus, Hypothesis 5c was accepted.

Table 5.9.1.1 Direct effects of justice perceptions and entrepreneurial characteristics on affective commitment

Independent Variables	Standardized Beta Coefficients	t	Sig.	Related Hypothesis Rejected/Accepted*
(Constant)		.169	.866	
Procedural Justice	.174	2.467	.015	H1: Accepted
Distributive Justice	.247	3.450	.001	
Locus of Control	.084	1.477	.141	H5a: Rejected
Need for Achievement	.370	6.183	.000	H5b: Rejected
Need for Independence	-.091	-1.688	.093	H5c: Accepted
	Adjusted R²: 0.447	F: 32.421	.000	

Dependent Variable: Affective Commitment

* $p < .10$

5.9.2. Direct Effects of Justice Perceptions and Entrepreneurial Characteristics on Continuance Commitment

The predictors were procedural justice, distributive justice, internal locus of control, need for achievement, and need for independence, whereas the criterion variable was continuance commitment (see Table 5.9.2.1). The linear combination of the predictors was significantly related to continuance commitment, $F(5, 189) = 12.19, p = .000$. The sample multiple correlation coefficient was .49, indicating that approximately 24% of the variance of continuance commitment in the sample can be accounted for by the linear combination of justice perceptions and entrepreneurial characteristics.

Perceived procedural justice of the performance appraisal exerted a significantly negative effect on continuance commitment, $t(194) = -3.76, p < .10$. Perceived distributive justice of the performance appraisal exerted a non-significant positive effect on continuance commitment, $t(194) = .99, p > .10$. Thus, Hypothesis 2 was rejected. Internal locus of

control exerted a non-significant negative effect on continuance commitment, $t(194) = -.53$, $p > .10$. Thus, Hypothesis 6a was rejected. Need for achievement exerted a significantly negative effect on continuance commitment, $t(194) = -4.39$, $p < .10$. Thus, Hypothesis 6b was accepted. Need for independence exerted a non-significant positive effect on continuance commitment, $t(194) = 1.56$, $p > .10$. Thus, Hypothesis 6c was rejected.

Table 5.9.2.1 Direct effects of justice perceptions and entrepreneurial characteristics on continuance commitment

Independent Variables	Standardized Beta Coefficients	t	Sig.	Related Hypothesis Rejected/Accepted*
(Constant)		8.257	.000	
Procedural Justice	-.313	-3.757	.000	
Distributive Justice	.084	.994	.321	H2: Rejected
Locus of Control	-.036	-.534	.594	H6a: Rejected
Need for Achievement	-.311	-4.391	.000	H6b: Accepted
Need for Independence	.100	1.559	.121	H6c: Rejected
	Adjusted R²: 0.224	F: 12.191	.000	

Dependent Variable: Continuance Commitment

* $p < .10$

5.9.3. Direct Effects of Justice Perceptions, Entrepreneurial Characteristics, and Organizational Commitment on Turnover Intention

The predictors were procedural justice, distributive justice, internal locus of control, need for achievement, need for independence, affective commitment, and continuance commitment, whereas the criterion variable was turnover intention (see Table 5.9.3.1). The linear combination of the predictors was significantly related to turnover intention, $F(7, 185) = 25.98$, $p = .000$. The sample multiple correlation coefficient was .70, indicating that approximately 50% of the variance of turnover intention in the sample can be accounted for by the linear combination of justice perceptions, entrepreneurial characteristics, and organizational commitment types.

Perceived procedural justice of the performance appraisal exerted a non-significant negative effect on turnover intention, $t(192) = -1.22, p > .10$. Thus, Hypothesis 3 was rejected. Perceived distributive justice of the performance appraisal exerted a significantly negative effect on turnover intention, $t(192) = -2.85, p < .10$. Thus, Hypothesis 4 was accepted. Internal locus of control exerted a non-significant negative effect on turnover intention, $t(192) = -.85, p > .10$. Thus, Hypothesis 7a was rejected. Need for achievement exerted a significantly positive effect on turnover intention, $t(192) = 3.14, p < .10$. Thus, Hypothesis 7b was accepted. Need for independence exerted a non-significant positive effect on turnover intention, $t(192) = 1.48, p > .10$. Thus, Hypothesis 7c was rejected. Affective commitment exerted a significantly negative effect on turnover intention, $t(192) = -5.46, p < .10$. Thus, Hypothesis 8 was accepted. Continuance commitment exerted a significantly positive effect on turnover intention, $t(192) = 4.56, p < .10$. Thus, Hypothesis 9 was rejected.

Table 5.9.3.1 Direct effects of justice perceptions, entrepreneurial characteristics, and organizational commitment on turnover intention

Independent Variables	Standardized Beta Coefficients	t	Sig.	Related Hypothesis Rejected/Accepted*
(Constant)		3.651	.000	
Procedural Justice	-.087	-1.218	.225	H3: Rejected
Distributive Justice	-.208	-2.850	.005	H4: Accepted
Locus of Control	-.048	-.849	.397	H7a: Rejected
Need for Achievement	.206	3.135	.002	H7b: Accepted
Need for Independence	.079	1.481	.140	H7c: Rejected
Affective Commitment	-.403	-5.460	.000	H8: Accepted
Continuance Commitment	.283	4.558	.000	H9: Rejected
	Adjusted R²: 0.477	F: 25.981	.000	

Dependent Variable: Turnover Intention

* $p < .10$

Model that summarized the direct relationships between the variables was represented in Figure 5.9.3.1.

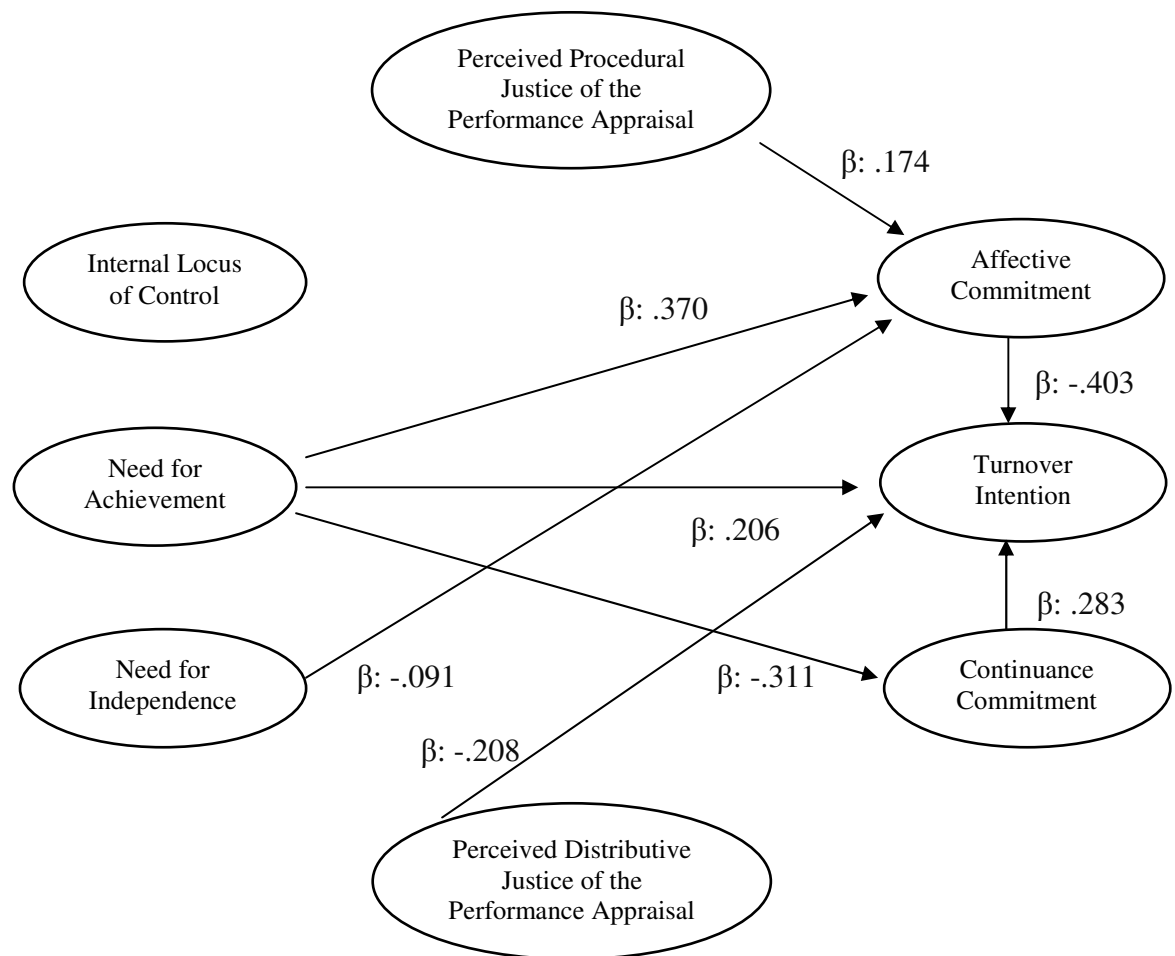


Figure 5.9.3.1 Model of the direct relationships between the variables.
 β : Standardized Beta Coefficient
 $p < .10$

5.10. Moderation Hypotheses Tests via Multiple Regression Analyses

Moderator variable refers to the third variable that affects the strength and/or direction of the relationship between the independent and the dependent variable. In order to understand whether justice perceptions about performance appraisal had a moderating effect on the relationship between entrepreneurial characteristics, organizational commitment types and turnover intention, mean scores of the independent variables were multiplied by each other and new variables were created.

Multicollinearity indicates a high correlation between two or more independent variables in a multiple regression model, and the significance of multicollinearity is understood via

the variance inflation factor. Moderating relationships between the variables were analyzed without centering their means since collinearity statistics showed that all tolerances were more than .20, and all the variance inflation factors were less than 10 (O'Brien, 2007). This meant that there was no multicollinearity problem (see Table 5.10.1, Table 5.10.2, and Table 5.10.3).

Table 5.10.1 Collinearity statistics for affective commitment

Independent Variables	Standardized Beta Coefficients	t	Sig.	Tolerance	Variance Inflation Factor
(Constant)		.169	.866		
Procedural Justice	.174	2.467	.015	.575	1.738
Distributive Justice	.247	3.450	.001	.555	1.803
Locus of Control	.084	1.477	.141	.878	1.139
Need for Achievement	.370	6.183	.000	.796	1.257
Need for Independence	-.091	-1.688	.093	.971	1.030
	Adjusted R²: 0.447	F: 32.421	.000		

Dependent Variable: Affective Commitment

Table 5.10.2 Collinearity statistics for continuance commitment

Independent Variables	Standardized Beta Coefficients	t	Sig.	Tolerance	Variance Inflation Factor
(Constant)		8.257	.000		
Procedural Justice	-.313	-3.757	.000	.575	1.738
Distributive Justice	.084	.994	.321	.555	1.803
Locus of Control	-.036	-.534	.594	.878	1.139
Need for Achievement	-.311	-4.391	.000	.796	1.257
Need for Independence	.100	1.559	.121	.971	1.030
	Adjusted R²: 0.224	F: 12.191	.000		

Dependent Variable: Continuance Commitment

Table 5.10.3 Collinearity statistics for turnover intention

Independent Variables	Standardized Beta Coefficients	t	Sig.	Tolerance	Variance Inflation Factor
(Constant)		3.651	.000		
Procedural Justice	-.087	-1.218	.225	.528	1.893
Distributive Justice	-.208	-2.850	.005	.512	1.954
Locus of Control	-.048	-.849	.397	.861	1.162
Need for Achievement	.206	3.135	.002	.632	1.583
Need for Independence	.079	1.481	.140	.950	1.053
Affective Commitment	-.403	-5.460	.000	.501	1.995
Continuance Commitment	.283	4.558	.000	.706	1.417
	Adjusted R²: 0.477	F: 25.981	.000		

Dependent Variable: Turnover Intention

5.10.1. The Moderating Effect of Perceived Procedural Justice of the Performance Appraisal on the Relationship between Entrepreneurial Characteristics and Affective Commitment

In order to understand whether perceived procedural justice of the performance appraisal had a moderating effect on the relationship between entrepreneurial characteristics and affective commitment, mean scores of the independent variables were multiplied by each other and new variables were created.

While testing Hypothesis 10a, the predictor was the product of procedural justice and internal locus of control, whereas the dependent variable was affective commitment (see Table 5.10.1.1). The linear regression of the predictor was significantly related to affective commitment, $F(1, 193) = 63.16, p = .000$. The sample multiple correlation coefficient was .50, indicating that approximately 25% of the variance of affective commitment in the sample can be accounted for by the moderating effect of the perceived procedural justice of the performance appraisal on the relationship between internal locus of control and affective commitment. Perceived procedural justice of the performance appraisal showed a significant moderating effect on the relationship between the other two variables, $t(194) = 7.95, p < .10$. Thus, Hypothesis 10a was accepted.

Table 5.10.1.1 Moderating effect of perceived procedural justice on the relationship between internal locus of control and affective commitment

Independent Variables	Standardized Beta Coefficients	t	Sig.	Related Hypothesis Rejected/Accepted*
(Constant)		18.529	.000	
Procedural Justice x Locus of Control	.497	7.948	.000	H10a: Accepted
	Adjusted R²: 0.243	F: 63.163	.000	

Dependent Variable: Affective Commitment

* $p < .10$

While testing Hypothesis 10b, the predictor was the product of procedural justice and need for achievement, whereas the dependent variable was affective commitment (see Table 5.10.1.2). The linear regression of the predictor was significantly related to affective commitment, $F(1, 193) = 112.44$, $p = .000$. The sample multiple correlation coefficient was .61, indicating that approximately 37% of the variance of affective commitment in the sample can be accounted for by the moderating effect of the perceived procedural justice of the performance appraisal on the relationship between need for achievement and affective commitment. Perceived procedural justice of the performance appraisal showed a significant moderating effect on the relationship between the other two variables, $t(194) = 10.60$, $p < .10$. Thus, Hypothesis 10b was accepted.

Table 5.10.1.2 Moderating effect of perceived procedural justice on the relationship between need for achievement and affective commitment

Independent Variables	Standardized Beta Coefficients	t	Sig.	Related Hypothesis Rejected/Accepted*
(Constant)		11.877	.000	
Procedural Justice x Need for Achievement	.607	10.604	.000	H10b: Accepted
	Adjusted R²: 0.365	F: 112.435	.000	

Dependent Variable: Affective Commitment

* $p < .10$

While testing Hypothesis 10c, the predictor was the product of procedural justice and need for independence, whereas the dependent variable was affective commitment (see Table 5.10.1.3). The linear regression of the predictor was significantly related to affective commitment, $F(1, 193) = 17.23, p = .000$. The sample multiple correlation coefficient was .29, indicating that approximately 8% of the variance of affective commitment in the sample can be accounted for by the moderating effect of the perceived procedural justice of the performance appraisal on the relationship between need for independence and affective commitment. Perceived procedural justice of the performance appraisal showed a significant moderating effect on the relationship between the other two variables, $t(194) = 4.15, p < .10$. Thus, Hypothesis 10c was accepted.

Table 5.10.1.3 Moderating effect of perceived procedural justice on the relationship between need for independence and affective commitment

Independent Variables	Standardized Beta Coefficients	t	Sig.	Related Hypothesis Rejected/Accepted*
(Constant)		14.221	.000	
Procedural Justice x Need for Independence	.286	4.150	.000	H10c: Accepted
	Adjusted R²: 0.077	F: 17.227	.000	

Dependent Variable: Affective Commitment

* $p < .10$

5.10.2. The Moderating Effect of Perceived Distributive Justice of the Performance Appraisal on the Relationship between Entrepreneurial Characteristics and Continuance Commitment

In order to understand whether perceived distributive justice of the performance appraisal had a moderating effect on the relationship between entrepreneurial characteristics and continuance commitment, mean scores of the independent variables were multiplied by each other and new variables were created.

While testing Hypothesis 11a, the predictor was the product of distributive justice and internal locus of control, whereas the dependent variable was continuance commitment (see Table 5.10.2.1). The linear regression of the predictor was significantly related to continuance commitment, $F(1, 193) = 12.89, p = .000$. The sample multiple correlation coefficient was .25, indicating that approximately 6% of the variance of continuance commitment in the sample can be accounted for by the moderating effect of the perceived distributive justice of the performance appraisal on the relationship between internal locus of control and continuance commitment. Perceived distributive justice of the performance appraisal showed a significant moderating effect on the relationship between the other two variables, $t(194) = -3.59, p < .10$. Thus, Hypothesis 11a was accepted.

Table 5.10.2.1 Moderating effect of perceived distributive justice on the relationship between internal locus of control and continuance commitment

Independent Variables	Standardized Beta Coefficients	t	Sig.	Related Hypothesis Rejected/Accepted*
(Constant)		19.483	.000	
Distributive Justice x Locus of Control	-.250	-3.590	.000	H11a: Accepted
	Adjusted R²: 0.058	F: 12.889	.000	

Dependent Variable: Continuance Commitment

* $p < .10$

While testing Hypothesis 11b, the predictor was the product of distributive justice and need for achievement, whereas the dependent variable was continuance commitment (see Table 5.10.2.2). The linear regression of the predictor was significantly related to continuance commitment, $F(1, 193) = 22.98, p = .000$. The sample multiple correlation coefficient was .33, indicating that approximately 11% of the variance of continuance commitment in the sample can be accounted for by the moderating effect of the perceived distributive justice of the performance appraisal on the relationship between need for achievement and continuance commitment. Perceived distributive justice of the performance appraisal showed a significant moderating effect on the relationship between the other two variables, $t(194) = -4.79, p < .10$. Thus, Hypothesis 11b was accepted.

Table 5.10.2.2 Moderating effect of perceived distributive justice on the relationship between need for achievement and continuance commitment

Independent Variables	Standardized Beta Coefficients	t	Sig.	Related Hypothesis Rejected/Accepted*
(Constant)		18.203	.000	
Distributive Justice x Need for Achievement	-.326	-4.794	.000	H11b: Accepted
	Adjusted R²: 0.102	F: 22.979	.000	

Dependent Variable: Continuance Commitment

* $p < .10$

While testing Hypothesis 11c, the predictor was the product of distributive justice and need for independence, whereas the dependent variable was continuance commitment (see Table 5.10.2.3). The linear regression of the predictor was significantly related to continuance commitment, $F(1, 193) = 6.07, p = .02$. The sample multiple correlation coefficient was .18, indicating that approximately 3% of the variance of continuance commitment in the sample can be accounted for by the moderating effect of the perceived distributive justice of the performance appraisal on the relationship between need for independence and continuance commitment. Perceived distributive justice of the performance appraisal showed a significant moderating effect on the relationship between the other two variables, $t(194) = -2.46, p < .10$. Thus, Hypothesis 11c was accepted.

Table 5.10.2.3 Moderating effect of perceived distributive justice on the relationship between need for independence and continuance commitment

Independent Variables	Standardized Beta Coefficients	t	Sig.	Related Hypothesis Rejected/Accepted*
(Constant)		14.860	.000	
Distributive Justice x Need for Independence	-.175	-2.463	.015	H11c: Accepted
	Adjusted R²: 0.025	F: 6.067	.015	

Dependent Variable: Continuance Commitment

* $p < .10$

5.10.3. The Moderating Role of Perceived Procedural Justice of the Performance Appraisal on the Relationship between Entrepreneurial Characteristics and Turnover Intention

In order to understand whether perceived procedural justice of the performance appraisal had a moderating effect on the relationship between entrepreneurial characteristics and turnover intention, mean scores of the independent variables were multiplied by each other and new variables were created.

While testing Hypothesis 12a, the predictor was the product of procedural justice and internal locus of control, whereas the dependent variable was turnover intention (see Table 5.10.3.1). The linear regression of the predictor was significantly related to turnover intention, $F(1, 191) = 45.59, p = .000$. The sample multiple correlation coefficient was .44, indicating that approximately 19% of the variance of turnover intention in the sample can be accounted for by the moderating effect of the perceived procedural justice of the performance appraisal on the relationship between internal locus of control and turnover intention. Perceived procedural justice of the performance appraisal showed a significant moderating effect on the relationship between the other two variables, $t(192) = -6.75, p < .10$. Thus, Hypothesis 12a was accepted.

Table 5.10.3.1 Moderating effect of perceived procedural justice on the relationship between internal locus of control and turnover intention

Independent Variables	Standardized Beta Coefficients	t	Sig.	Related Hypothesis Rejected/Accepted*
(Constant)		19.783	.000	
Procedural Justice x Locus of Control	-.439	-6.752	.000	H12a: Accepted
	Adjusted R²: 0.188	F: 45.590	.000	

Dependent Variable: Turnover Intention

* $p < .10$

While testing Hypothesis 12b, the predictor was the product of procedural justice and need for achievement, whereas the dependent variable was turnover intention (see Table 5.10.3.2). The linear regression of the predictor was significantly related to turnover intention, $F(1, 191) = 54.83, p = .000$. The sample multiple correlation coefficient was .47, indicating that approximately 22% of the variance of turnover intention in the sample can be accounted for by the moderating effect of the perceived procedural justice of the performance appraisal on the relationship between need for achievement and turnover intention. Perceived procedural justice of the performance appraisal showed a significant moderating effect on the relationship between the other two variables, $t(192) = -7.41, p < .10$. Thus, Hypothesis 12b was accepted.

Table 5.10.3.2 Moderating effect of perceived procedural justice on the relationship between need for achievement and turnover intention

Independent Variables	Standardized Beta Coefficients	t	Sig.	Related Hypothesis Rejected/Accepted*
(Constant)		17.925	.000	
Procedural Justice x Need for Achievement	-.472	-7.405	.000	H12b: Accepted
	Adjusted R²: 0.219	F: 54.830	.000	

Dependent Variable: Turnover Intention

* $p < .10$

While testing Hypothesis 12c, the predictor was the product of procedural justice and need for independence, whereas the dependent variable was turnover intention (see Table 5.10.3.3). The linear regression of the predictor was significantly related to turnover intention, $F(1, 191) = 15.34, p = .000$. The sample multiple correlation coefficient was .27, indicating that approximately 7% of the variance of turnover intention in the sample can be accounted for by the moderating effect of the perceived procedural justice of the performance appraisal on the relationship between need for independence and turnover intention. Perceived procedural justice of the performance appraisal showed a significant moderating effect on the relationship between the other two variables, $t(192) = -3.92, p < .10$. Thus, Hypothesis 12c was accepted.

Table 5.10.3.3 Moderating effect of perceived procedural justice on the relationship between need for independence and turnover intention

Independent Variables	Standardized Beta Coefficients	t	Sig.	Related Hypothesis Rejected/Accepted*
(Constant)		13.670	.000	
Procedural Justice x Need for Independence	-.273	-3.917	.000	H12c: Accepted
	Adjusted R²: 0.069	F: 15.339	.000	

Dependent Variable: Turnover Intention

* $p < .10$

5.10.4. The Moderating Role of Perceived Distributive Justice of the Performance Appraisal on the Relationship between Entrepreneurial Characteristics and Turnover Intention

In order to understand whether perceived distributive justice of the performance appraisal had a moderating effect on the relationship between entrepreneurial characteristics and turnover intention, mean scores of the independent variables were multiplied by each other and new variables were created.

While testing Hypothesis 13a, the predictor was the product of distributive justice and internal locus of control, whereas the dependent variable was turnover intention (see Table 5.10.4.1). The linear regression of the predictor was significantly related to turnover intention, $F(1, 191) = 50.22, p = .000$. The sample multiple correlation coefficient was .46, indicating that approximately 21% of the variance of turnover intention in the sample can be accounted for by the moderating effect of the perceived distributive justice of the performance appraisal on the relationship between internal locus of control and turnover intention. Perceived distributive justice of the performance appraisal showed a significant moderating effect on the relationship between the other two variables, $t(192) = -7.09, p < .10$. Thus, Hypothesis 13a was accepted.

Table 5.10.4.1 Moderating effect of perceived distributive justice on the relationship between internal locus of control and turnover intention

Independent Variables	Standardized Beta Coefficients	t	Sig.	Related Hypothesis Rejected/Accepted*
(Constant)		22.319	.000	
Distributive Justice x Locus of Control	-.456	-7.086	.000	H13a: Accepted
	Adjusted R²: 0.204	F: 50.217	.000	

Dependent Variable: Turnover Intention

* $p < .10$

While testing Hypothesis 13b, the predictor was the product of distributive justice and need for achievement, whereas the dependent variable was turnover intention (see Table 5.10.4.2). The linear regression of the predictor was significantly related to turnover intention, $F(1, 191) = 62.11, p = .000$. The sample multiple correlation coefficient was .50, indicating that approximately 25% of the variance of turnover intention in the sample can be accounted for by the moderating effect of the perceived distributive justice of the performance appraisal on the relationship between need for achievement and turnover intention. Perceived distributive justice of the performance appraisal showed a significant moderating effect on the relationship between the other two variables, $t(192) = -7.88, p < .10$. Thus, Hypothesis 13b was accepted.

Table 5.10.4.2 Moderating effect of perceived distributive justice on the relationship between need for achievement and turnover intention

Independent Variables	Standardized Beta Coefficients	t	Sig.	Related Hypothesis Rejected/Accepted*
(Constant)		20.934	.000	
Distributive Justice x Need for Achievement	-.495	-7.881	.000	H13b: Accepted
	Adjusted R²: 0.241	F: 62.114	.000	

Dependent Variable: Turnover Intention

* $p < .10$

While testing Hypothesis 13c, the predictor was the product of distributive justice and need for independence, whereas the dependent variable was turnover intention (see Table 5.10.4.3). The linear regression of the predictor was significantly related to turnover intention, $F(1, 191) = 30.01, p = .000$. The sample multiple correlation coefficient was .37, indicating that approximately 14% of the variance of turnover intention in the sample can be accounted for by the moderating effect of the perceived distributive justice of the performance appraisal on the relationship between need for independence and turnover intention. Perceived distributive justice of the performance appraisal showed a significant moderating effect on the relationship between the other two variables, $t(192) = -5.48, p < .10$. Thus, Hypothesis 13c was accepted.

Table 5.10.4.3 Moderating effect of perceived distributive justice on the relationship between need for independence and turnover intention

Independent Variables	Standardized Beta Coefficients	t	Sig.	Related Hypothesis Rejected/Accepted*
(Constant)		17.229	.000	
Distributive Justice x Need for Independence	-.368	-5.478	.000	H13c: Accepted
	Adjusted R²: 0.131	F: 30.010	.000	

Dependent Variable: Turnover Intention

* $p < .10$

Models that summarized the moderating effects of justice perceptions were represented separately in order to be demonstrated clearly (see Figure 5.10.4.1 and Figure 5.10.4.2), and Table 5.10.4.4 demonstrates the results of hypothesis testing briefly.

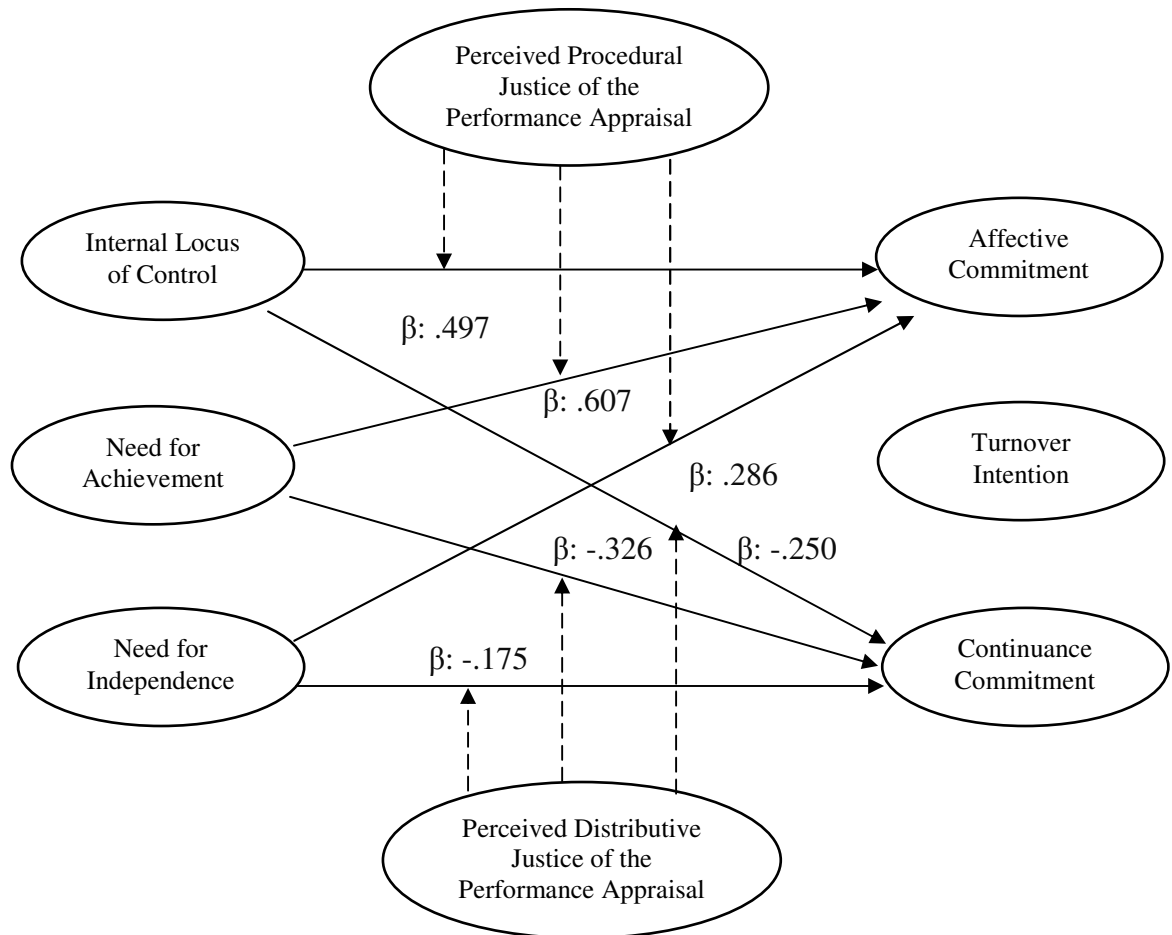


Figure 5.10.4.1 Justice perceptions' moderating effects on the relationships between entrepreneurial characteristics and organizational commitment.

β: Standardized Beta Coefficient

$p < .10$

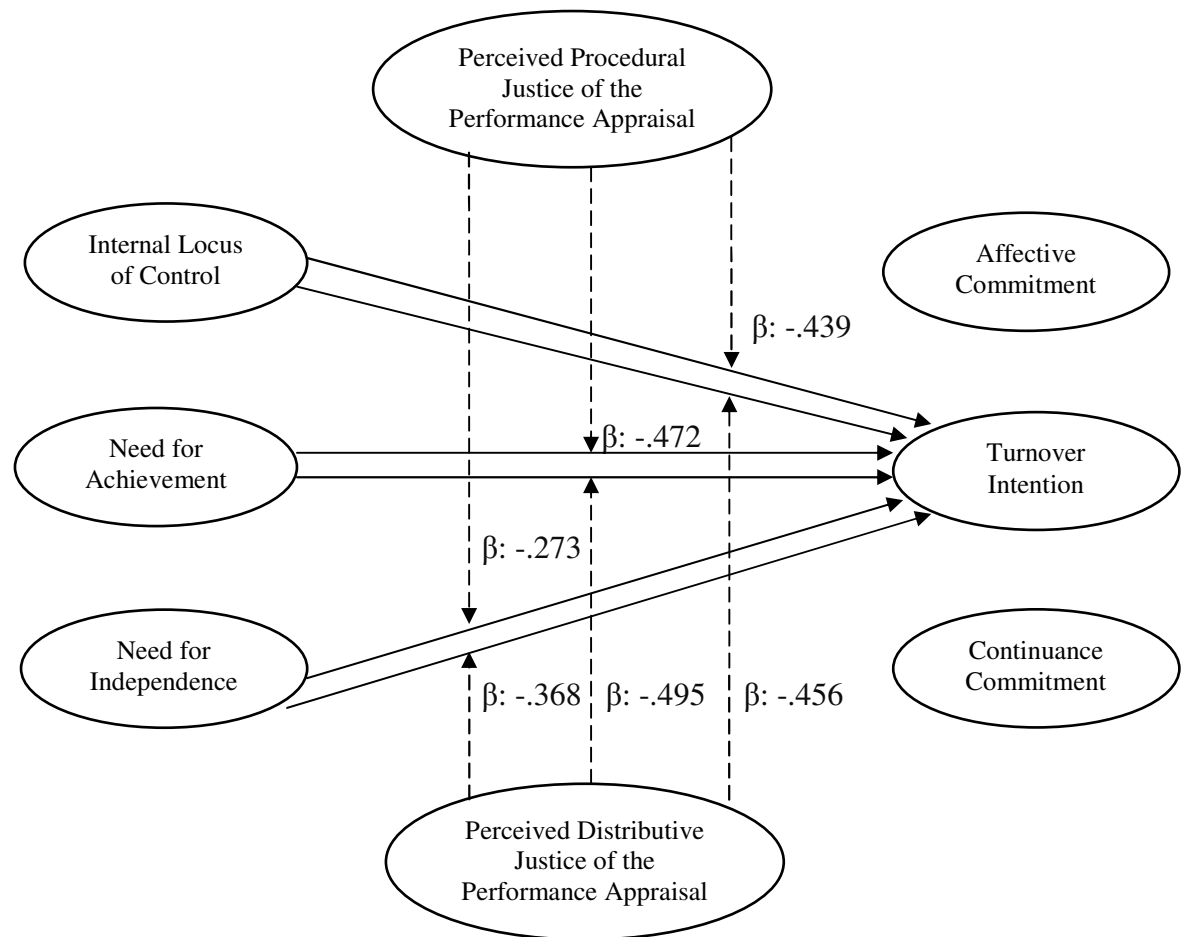


Figure 5.10.4.2 Justice perceptions' moderating effects on the relationships between entrepreneurial characteristics and turnover intention.

β : Standardized Beta Coefficient

$p < .10$

Table 5.10.4.4 Results of hypothesis testing according to regression analyses

Hypothesis	Accepted / Rejected
<i>Hypothesis 1: Procedural justice of the performance appraisal will exert a positive effect on affective commitment.</i>	Accepted
<i>Hypothesis 2: Perceived distributive justice will exert a positive effect on continuance commitment.</i>	Rejected
<i>Hypothesis 3: Perceived procedural justice of performance appraisal will exert a negative effect on turnover intention.</i>	Rejected
<i>Hypothesis 4: Perceived distributive justice of performance appraisal will exert a negative effect on turnover intention.</i>	Accepted
<i>Hypothesis 5a: Internal locus of control decreases affective commitment.</i>	Rejected
<i>Hypothesis 5b: Need for achievement decreases affective commitment.</i>	Rejected
<i>Hypothesis 5c: Need for independence decreases affective commitment.</i>	Accepted
<i>Hypothesis 6a: Internal locus of control decreases continuance commitment.</i>	Rejected
<i>Hypothesis 6b: Need for achievement decreases continuance commitment.</i>	Accepted
<i>Hypothesis 6c: Need for independence decreases continuance commitment.</i>	Rejected
<i>Hypothesis 7a: Internal locus of control increases turnover intention.</i>	Rejected
<i>Hypothesis 7b: Need for achievement increases turnover intention.</i>	Accepted
<i>Hypothesis 7c: Need for independence increases turnover intention.</i>	Rejected
<i>Hypothesis 8: Affective commitment is anticipated to exert a negative effect on turnover intention.</i>	Accepted
<i>Hypothesis 9: Continuance commitment is anticipated to exert a negative effect on turnover intention.</i>	Rejected
<i>Hypothesis 10a: Perceived procedural justice tempers the relationship between internal locus of control and affective commitment.</i>	Accepted
<i>Hypothesis 10b: Perceived procedural justice tempers the relationship between need for achievement and affective commitment.</i>	Accepted
<i>Hypothesis 10c: Perceived procedural justice tempers the relationship between need for independence and affective commitment.</i>	Accepted
<i>Hypothesis 11a: Perceived distributive justice moderates the relationship between internal locus of control and continuance commitment.</i>	Accepted

Table 5.10.4.4 Results of hypothesis testing according to regression analyses (continued)

<i>Hypothesis</i>	Accepted / Rejected
<i>Hypothesis 11b: Perceived distributive justice moderates the relationship between need for achievement and continuance commitment.</i>	Accepted
<i>Hypothesis 11c: Perceived distributive justice moderates the relationship between need for independence and continuance commitment.</i>	Accepted
<i>Hypothesis 12a: Perceived procedural justice tempers the relationship between internal locus of control and turnover intention.</i>	Accepted
<i>Hypothesis 12b: Perceived procedural justice tempers the relationship between need for achievement and turnover intention.</i>	Accepted
<i>Hypothesis 12c: Perceived procedural justice tempers the relationship between need for independence and turnover intention.</i>	Accepted
<i>Hypothesis 13a: Perceived distributive justice moderates the relationship between internal locus of control and turnover intention.</i>	Accepted
<i>Hypothesis 13b: Perceived distributive justice moderates the relationship between need for achievement and turnover intention.</i>	Accepted
<i>Hypothesis 13c: Perceived distributive justice moderates the relationship between need for independence and turnover intention.</i>	Accepted

6. DISCUSSION and CONCLUSION

This chapter will provide a summary and explanations of the findings, advices for managers, limitations and suggestions for future research, and a conclusion.

6.1. Summary and Explanations of the Findings

This thesis attempted to cover both the direct relationships between perceived performance appraisal justice, entrepreneurial characteristics, organizational commitment and turnover intention, and the moderating effects of perceived performance appraisal justice on the relationship between entrepreneurial characteristics, organizational commitment and turnover intention. An empirical study with a reliable questionnaire was conducted in three different companies, and we tested our hypotheses via correlational and regression analyses.

Perceived procedural justice of the performance appraisal exerted a positive effect on affective commitment, that is, increments in procedural fairness perception of the appraisal caused increments in employees' desire to remain in the organization. Also, McFarlin and Sweeney (1992), Lambert *et al.* (2007), and Loi *et al.* (2006) had found similar results to ours.

Perceived distributive justice of the performance appraisal exerted a positive effect on affective commitment, that is, increments in distributive fairness perception of the appraisal caused increments in employees' desire to remain in the organization. This finding was consistent with Dilek's (2005) thesis, Lambert *et al.*'s (2007), Loi *et al.*'s (2006), Swiercz *et al.*'s (1993), and Tang and Sarsfield-Baldwin's (1996) studies.

Internal locus of control exerted an insignificant positive effect on affective commitment. The participant companies seemed to allow their employees to control work environment, enable them to be successful in their job using their abilities, and give them the opportunity to take calculated risks. Therefore, employees were more likely to develop affective

commitment. Additionally, Orpen (1992), Coleman *et al.* (1999) and Ng *et al.* (2006) found positive relationship between internal locus of control and affective commitment.

Need for achievement exerted a positive effect on affective commitment. It indicated that the participant companies satisfied employees' need for achievement by providing moderating risks, feedback, realistic goals, and enriched jobs. Steers and Braunstein (1976) and Baruch *et al.* (2004) also found a positive relationship between organizational commitment and need for achievement.

Need for independence exerted a negative effect on affective commitment. High independents had weak affective commitment since they did not emotionally attach to the organization. They did not feel as belonging to it and mingle the problems of the organization with their own problems. They preferred to make decisions on their own and manage their work. This finding was consistent with Steers and Braunstein's (1976) study.

Perceived procedural justice of the performance appraisal exerted a negative effect on continuance commitment, that is, increments in procedural fairness perception of the appraisal caused decrements in employees' continuance commitment which was the result of the risk of losing privileges and benefits. With the perception of a procedurally fair appraisal, employees might think that they deserved what the organization offered them, and they would obtain what they had today in another organization. So, there was no reason to develop continuance commitment. This finding was inconsistent with Çöp's (2008) thesis; he found a moderate positive relationship between procedural justice and continuance commitment.

Perceived distributive justice of the performance appraisal exerted an insignificant positive effect on continuance commitment, that is, increments in distributive fairness perception of the appraisal caused increment in employees' continuance commitment. Due to the risk of losing privileges and benefits, and the difficulty of finding another job offering the expected advantages, employees were likely to develop continuance commitment. Dilek

(2005) and Çöp (2008) found similar results. Perceptions of distributive justice did not affect employees' continuance commitment.

Internal locus of control exerted an insignificant negative effect on continuance commitment. Employees with internal locus of control relied on their abilities and believed that they could easily find an alternative which did not necessitate any financial obligation to remain with the organization. Coleman et al. (1999) and Orpen (1992) found that employees with external locus of control were more likely to develop continuance commitment.

Need for achievement exerted a negative effect on continuance commitment. High achievers' effort and successes were strong guarantees for starting their own business or finding an alternative company, therefore, they had weak continuance commitment.

Need for independence exerted an insignificant positive effect on continuance commitment. The participant companies seemed to satisfy their employees' need for independence. Employees of this sample might be allowed to plan and execute their tasks without getting orders continuously, and using initiative might be a valuable characteristic for the participant companies. When employees' need for independence was satisfied, they were likely to develop continuance commitment since not so many organizations permitted their employees to manage their work and be initiative.

Perceived procedural justice of the performance appraisal exerted an insignificant negative effect on turnover intention. This finding was consistent with Loi *et al.*'s (2006) research. Perceived fairness of procedures and policies decreased the strength of turnover intention.

Perceived distributive justice of the performance appraisal exerted a negative effect on turnover intention. Loi *et al.* (2006) also found a negative correlation between distributive justice and turnover intention. Employees' turnover intention was more strongly related to distributive justice than to procedural justice of performance appraisal, as in the study of

Alexander and Ruderman (1987). Fairly distributed rewards decreased employees' intent to turnover.

Internal locus of control exerted an insignificant negative effect on turnover intention. The participant companies might be recognizing their employees' effort, rewarding their successes, and giving importance to their abilities and competencies which were necessary for their career development.

Need for achievement exerted a positive effect on turnover intention. The participant companies might not be representing employees with realistically challenging goals for satisfying their achievement need. Employees with high need for achievement were more likely to seek alternatives and start their own business. We found that need for achievement exerted a positive effect on affective commitment. Employees might have viewed the organization and their job as means for satisfying their need for achievement. Even though they affectively committed to the organization, they had the potential to leave it if they found an alternative which was going to satisfy their need much more than their current organization.

Need for independence exerted an insignificant positive effect on turnover intention. High independents did not prefer receiving orders and being monitored. They were likely to turnover for another job satisfying their need or for creating their own business. Steers and Braunstein (1976) found a positive relationship between need for independence and turnover intention.

Affective commitment exerted a negative effect on turnover intention. This finding was consistent with Vandenberghe and Benstein's (2009), Somers's (1995), and Loi *et al.*'s (2006) studies. Those who felt as a part of the organization and wanted to remain in it did not have turnover intention.

Continuance commitment exerted a positive effect on turnover intention. This relationship might be the result of the discomfort felt due to continuance commitment. Employees did

not prefer to be obliged to stay in the organization, and in order to get rid of this dependence, they intended to turnover and sought for alternatives.

Perceived procedural justice of the performance appraisal and entrepreneurial characteristics interacted in predicting affective commitment which indicated that high levels of procedural fairness perception moderated the relationship between entrepreneurial characteristics and affective commitment.

Perceived distributive justice of the performance appraisal and entrepreneurial characteristics interacted in predicting continuance commitment which indicated that high levels of distributive fairness perception moderated the relationship between entrepreneurial characteristics and continuance commitment. The direction of the moderating effect was negative which showed that as the perception of distributive justice increased in employees with entrepreneurial characteristics, their continuance commitment levels decreased. This can be explained with the discomfort felt due to continuance commitment or employees' self-confidence with the rewards they received. Employees may not perceive an obligation to remain in the organization because they may think that what they receive depends on their performance (abilities, skills, effort, or achievements), so the fairly distributed rewards (pay raise, promotion, or benefits) do not make them obliged to commit to the organization. They may believe that they deserved what they got, and they will get the same rewards in another organization as well.

Perceived procedural justice of the performance appraisal and entrepreneurial characteristics interacted in predicting turnover intention which indicated that high levels of procedural fairness perception moderated the relationship between entrepreneurial characteristics and turnover intention.

Perceived distributive justice of the performance appraisal and entrepreneurial characteristics interacted in predicting turnover intention which indicated that high levels of distributive fairness perception moderated the relationship between entrepreneurial characteristics and turnover intention.

6.2. Managerial Implications

Human capital is crucial to the attainment of organizational goals. For being profitable, managers should pay attention to their employees' expectations and attitudes because the achievement of organizational objectives depends on employees' performance and personality characteristics. Employees' personality should be considered while hiring them and assigning tasks to them. This thesis focused on three entrepreneurial personality characteristics which determine employees' preferences and needs in their job, and organizational attitudes. Employees with internal locus of control, high need for achievement and high need for independence should be assigned to challenging and realistic tasks on which they can use their abilities, receive feedback about their performance, and be allowed to plan and execute their job. Since human capital is difficult to be replaced, managers should be aware of their subordinates' characteristics in order to retain them in the organization.

All employees with internal locus of control, high need for achievement and high need for independence are potential competitors of the current organization they work for. These intrapreneurs (or entrepreneurs within the organization) should be made satisfied with the organization and this can be achieved with a procedurally and distributively just performance appraisal system because performance appraisal meetings' results have impact on decisions about salary, premium, training, promotion, and fringe benefits. With a just performance appraisal system, employees with strong entrepreneurial characteristics are likely to develop affective organizational commitment (which is the most favorable commitment type for an organization) and their continuance commitment and intentions to turnover are likely to decrease.

This thesis showed that it is possible to retain employees with strong entrepreneurial characteristics and make them commit to the organization with a fair performance appraisal system. In other words, our findings can be summarized as follows:

-As the interaction between perceived procedural justice of the performance appraisal and entrepreneurial characteristics increased, employees' affective commitment increased.

-As the interaction between perceived distributive justice of the performance appraisal and entrepreneurial characteristics increased, employees' continuance commitment decreased.

-As the interaction between perceived procedural justice of the performance appraisal and entrepreneurial characteristics increased, employees' turnover intention decreased.

-As the interaction between perceived distributive justice of the performance appraisal and entrepreneurial characteristics increased, employees' turnover intention decreased.

The moderating effect of a just performance appraisal system protects the organization from having its qualified entrepreneurial employees snatched by its competitors or facing them as a competitor in future; forgoing their to-be-created added values; search and selection costs related to hiring new employees; and training costs related to developing the required skills in new employees. Human resource professionals and managers should place importance to performance appraisal system and its development.

6.3. Limitations and Further Research Suggestions

In this thesis, only three entrepreneurial characteristics were studied. Risk taking propensity, tolerance of ambiguity, creativity, innovativeness, self-confidence, need spotting, solution spotting, proactive, stress tolerance, interactional justice, trust, normative commitment, and performance rating should be measured in future researches.

A longitudinal study, instead of causal research, should be conducted in order to have a better insight about the relationship between the variables and employees' attitudes toward their organization.

The participant companies were from three different sectors. This research should be replicated in others sectors as well (e.g., health, banking, telecommunication, fast moving consumer goods, logistics, insurance, etc.).

6.4. Conclusion

This thesis covered the importance of moderating role of the justice perceptions about performance appraisal which can be used as a means for fairly set performance objectives and fairly distributed rewards that will satisfy needs of employees with strong entrepreneurial characteristics in order to increase their affective commitment to the organization, and to retain them in the organization. Fair human resources practices affect an organization's successes since qualified human capital is the most important resource for the actualization of the organization's goals and for sustained competitive advantage. Employees, especially with the entrepreneurship potential, who sustain competitive advantage with their valuable core competencies should be appraised and rewarded fairly in order to make it hard for them to replace the organization with a better one.

To our knowledge, this was the first research that studied the moderating effect of perceived performance appraisal justice on the relationship between entrepreneurial characteristics, organizational commitment, and turnover intention. Further research in this area is needed to enhance the advancement of business science.

REFERENCES

- Abbasi, S.M. & Hollman, K.W., (2000), "Turnover: The Real Bottom Line", *Public Personnel Management*, 29 (3), 333-342. Retrieved from EBSCOhost database.
- Alexander, S. & Ruderman, M., (1987), "The Role of Procedural and Distributive Justice in Organizational Behavior", *Social Justice Research*, 1 (2), 177-198.
- Allen, N.J. & Meyer, J.P., (1990), "The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization", *Journal of Occupational Psychology*, 63, 1-18. Retrieved from EBSCOhost database.
- Allen, D.G., Weeks, K.P. & Moffitt, K.R., (2005), "Turnover Intentions and Voluntary Turnover: The Moderating Roles of Self-Monitoring, Locus of Control, Proactive Personality, and Risk Aversion", *Journal of Applied Psychology*, 90 (5), 980-990. Retrieved from ScienceDirect database.
- Ambrose, M., Hess, R.L. & Ganesan, S., (2007), "The Relationship between Justice and Attitudes: An Examination of Justice Effects on Event and System-related Attitudes", *Organizational Behavior and Human Decision Processes*, 103, 21-36. Retrieved from ScienceDirect database.
- Amyx, D. & Alford, B.L., (2005), "The Effects of Salesperson Need for Achievement and Sales Manager Leader Reward Behavior", *Journal of Personal Selling & Sales Management*, 25 (4), 345-359. Retrieved from EBSCOhost database.
- Aray, S.T., (2008), "Effects of Perceived Sufficiency of HRM Practices on Organizational Commitment and Intent to Quit", Doctoral Thesis. Marmara University Social Sciences Institute. Retrieved from YÖK Thesis Index.
- Aslan, H., (2006), "Çalışanların İş Doyumu Düzeylerine Göre Depresyon, Benlik Saygısı ve Denetim Odağı Algısı Değişkenlerinin İncelenmesi", Master's Thesis. Ankara University Social Sciences Institute. Retrieved from YÖK Thesis Index.
- Atalay, D.D., (2007), "Denklik Duyarlılığı Açısından Algılanan Örgütsel Adalet – Örgütsel Bağlanma İlişkisi", Doctoral Thesis. Ankara University Social Sciences Institute. Retrieved from YÖK Thesis Index.
- Aydoğdu, S., (2009), "An Empirical Study of the Relationship between Job Satisfaction, Organizational Commitment and Turnover Intention", Master's Thesis. Yeditepe University Social Sciences Institute. Retrieved from YÖK Thesis Index.
- Barney, J., (1991), "Firm Resources and Sustained Competitive Advantage", *Journal of*

Management, 17 (1), 99-120. Retrieved from EBSCOhost database.

- Barney, J., Wright, M. & Jr. Ketchen, D.J., (2001), "The Resource-based View of the Firm: Ten Years After 1991", *Journal of Management*, 27, 625-641. Retrieved from EBSCOhost database.
- Baruch, Y., O'Creevy, M.F., Hind, P. & Vigoda-Gadot, E., (2004), "Prosocial Behavior and Job Performance: Does the Need for Control and the Need for Achievement Make a Difference?", *Social Behavior and Personality*, 32 (4), 399-412. Retrieved from EBSCOhost database.
- Bies, R.J. & Moag, J.S., (1986), "Interactional Justice: Communication Criteria of Fairness", *Research on Negotiation in Organizations*, 1, 43-55. Greenwich: JAI Press.
- Blau, G., (1993), "Testing the Relationship of Locus of Control to Different Performance Dimensions", *Journal of Occupational and Organizational Psychology*, 66, 125-138. Retrieved from EBSCOhost database.
- Boswell, W.R. & Boudreau, J.W., (2000), "Employee Satisfaction with Performance Appraisals and Appraisers: The Role of Perceived Appraisal Use", *Human Resource Development Quarterly*, 11 (3), 283-299. Retrieved from Wiley InterScience database.
- Brereton, P.R., (1974), "The Qualifications for Entrepreneurship", *Journal of Small Business Management*, 12 (4), 1-3. Retrieved from EBSCOhost database.
- Cammann, C., Fichman, M., Jenkins, D. & Klesh, J.R., (1983), "The Michigan Organizational Assessment Questionnaire: Assessing the Attitudes and Perceptions of Organizational Members". In: Seashore Stanley E., Lawler E.E., Mirvis, P.H. and Cammann, C. (Eds). *Assessing organizational change: A guide to methods, measures, and practices* (pp.71-138). New York: John Wiley and Sons.
- Campbell, D.J. & Campbell, K.M., (1999), "Global and Facet Variables as Predictors of Intention to Quit for Managerial and Non-managerial Men and Women", *Academy of Management Proceedings & Membership Directory*, pD1-D6. Retrieved from EBSCOhost database.
- Chusmir, L.H., (1989), "Behavior: A Measure of Motivation Needs", *Psychology: A Journal of Human Behavior*, 26 (2-3), 1-10.
- Cleveland, J. N., Murphy, K. R., & Williams, R. E., (1989), "Multiple Uses of Performance Appraisal: Prevalence and Correlates", *Journal of Applied Psychology*, 74 (1), 130-135. Retrieved from EBSCOhost database.

- Coleman, D.F., Irving, G.P. & Cooper, C.L., (1999), “Another look at the Locus of Control – Organizational Commitment Relationship: It Depends on the Form of Commitment”, *Journal of Organizational Behavior*, 20, 995-1001. Retrieved from Wiley InterScience database.
- Colquitt, J.A., (2001), “On the Dimensionality of Organizational Justice: A Construct Validation of a Measure”, *Journal of Applied Psychology*, 86 (3), 386-400. Retrieved from EBSCOhost database.
- Cromie, S., (2000), “Assessing Entrepreneurial Inclinations: Some Approaches and Empirical Evidence”, *European Journal of Work and Organizational Psychology*, 9 (1), 7-30. Retrieved from EBSCOhost database.
- Çakmak, A.F. & Biçer, İ.H., (2006), “Performans Değerleme Sisteminden Duyulan Memnuniyeti Etkileyen Unsurlar”, *İTÜ Dergisi/b Sosyal Bilimler Serisi*, 3 (1), 3-14. Retrieved April 11, 2009 from www.itudergi.itu.edu.tr/asp/oku.asp?gorev=sayac&makaleID=458&dergiID=2
- Çöp, S., (2008), “Türkiye ve Polonya’da Turizm Sektörü Çalışanlarının Örgütsel Adalet ve Örgütsel Bağlılık Algılarına İlişkin Bir Uygulama”, Master’s Thesis. Gazi University. Institute of Education Sciences. Retrieved from YÖK Thesis Index.
- Demirkan, S., (2006), “Özel Sektördeki Yöneticilerin ve Çalışanların Bağlanma Stilleri, Kontrol Odağı, İş Doyumu ve Beş Faktör Kişilik Özelliklerinin Araştırılması”, Master’s Thesis. Ankara University Social Sciences Institute. Retrieved from YÖK Thesis Index.
- Deniz, Y., (2006), “İnsan Kaynakları Yönetimi Uygulamalarının Örgütsel Bağlılığa Etkisi”, Master’s Thesis. İstanbul University Social Sciences Institute. Retrieved from YÖK Thesis Index.
- Dessler, G., (1999), “How to Earn Your Employees’ Commitment”, *Academy of Management Executive*, 13 (2), 58-67. Retrieved from EBSCOhost database.
- Dessler, G., (2008), *Human Resource Management*, New Jersey: Pearson Prentice Hall.
- Dilek, H., (2005), “Liderlik Tarzlarının ve Adalet Algısının; Örgütsel Bağlılık, İş Tatmini ve Örgütsel Vatandaşlık Davranışı Üzerine Etkilerine Yönelik Bir Araştırma”, Doctoral Thesis. Gebze Institute of High Technology Social Sciences Institute. Retrieved from YÖK Thesis Index.
- Dilek, B.İ., (2009), “Performans Değerlendirme ve Bankacılık Sektörüne Yönelik Bir Uygulama”, Master’s Thesis. Selçuk University Social Sciences Institute. Retrieved from YÖK Thesis Index.

- Eker, G., (2006), “Örgütsel Adalet Algısı Boyutları ve İş Doyumu Üzerindeki Etkileri”, Master’s Thesis. Dokuz Eylül University Social Sciences Institute. Retrieved from YÖK Thesis Index.
- Erdoğan, B., (2002), “Antecedents and Consequences of Justice Perceptions in Performance Appraisals”, *Human Resource Management Review*, 12, 555-578. Retrieved from ScienceDirect database.
- Eyres, P.S., (1989), “Legally Defensible Performance Appraisal Systems”, *Personnel Journal*, 68 (7), 58-62. Retrieved from ProQuest database.
- Fletcher, C. & Williams, R., (1996), “Performance Management, Job Satisfaction and Organizational Commitment”, *British Journal of Management*, 7, 169-179. Retrieved from EBSCOhost database.
- Flint, D.H., (1999), “The Role of Organizational Justice in Multi-source Performance Appraisal: Theory-based Applications and Directions for Research”, *Human Resource Management Review*, 9 (1), 1-20. Retrieved from ScienceDirect database.
- Folger, R. & Konovsky, M.A., (1989), “Effects of Procedural and Distributive Justice on Reactions to Pay Raise Decisions”, *Academy of Management Journal*, 32 (1), 115-130. Retrieved from ProQuest database.
- Gaines, H., (1994), “Employees Get Satisfaction, But Only When Properly Motivated”, *Industrial Management*. Retrieved August 21, 2009 from http://findarticles.com/p/articles/mi_hb3081/is_n5_v36/ai_n28647767/
- Giles, W.F. & Mossholder, K.W., (1990), “Employee Reactions to Contextual and Session Components of Performance Appraisal”, *Journal of Applied Psychology*, 75 (4), 371-377. Retrieved from EBSCOhost database.
- Giles, W.F., Findley, H.M. & Feild, H.S., (1997), “Procedural Fairness in Performance Appraisal: Beyond the Review Session”, *Journal of Business and Psychology*, 11 (4), 493-506. Retrieved from EBSCOhost database.
- Gilley, J.W., (2000), “Overcoming Managerial Malpractice”, *Performance Improvement*, 39 (8), 35-41. Retrieved from Wiley InterScience database.
- Gliddon, D.G., (2004), “Effective Performance Management Systems: Current Criticisms and New Ideas for Employee Evaluation”, *Performance Improvement*, 43 (9), 27-34. Retrieved from Wiley InterScience database.
- Gosselin, A., Werner, J.M. & Hallé N., (1997), “Ratee Preferences Concerning

- Performance Management and Appraisal”, *Human Resource Development Quarterly*, 8 (4), 315-333. Retrieved from Wiley InterScience database.
- Greenberg, J., (1987), “Reactions to Procedural Injustice in Payment Distributions: Do the Means Justify the Ends?”, *Journal of Applied Psychology*, 72 (1), 55-61. Retrieved from EBSCOhost database.
- Greenberg, J. (1986), “Determinants of Perceived Fairness of Performance Evaluations”, *Journal of Applied Psychology*, 71 (2), 340-342. Retrieved from EBSCOhost database.
- Gürpınar, G., (2006), “An Empirical Study of Relationships among Organizational Justice, Organizational Commitment, Leader-Member Exchange, and Turnover Intention”, Master’s Thesis. Yeditepe University Social Sciences Institute. Retrieved from YÖK Thesis Index.
- Hartmann, F. & Slapničar, S., (2009), “How Formal Performance Evaluation Affects Trust between Superior and Subordinate Managers”, *Accounting, Organizations and Society*, in press. Retrieved from ScienceDirect database.
- Hisrich, R.D. & Brush, C.G., (1985), “Women and Minority Entrepreneurs: A Comparative Analysis”, *Frontiers of Entrepreneurship Research*, 566-587.
- Hisrich, R.D., Peters, M.P. & Shepherd, D.A., (2005), *Entrepreneurship*, New York: McGraw-Hill.
- Jawahar, I.M., (2006), “Correlates of Satisfaction with Performance Appraisal Feedback”, *Journal of Labor Research*, 27 (2), 213-236. Retrieved from Springer Science + Business Media.
- Jawahar, I.M., (2007), “The Influence of Perceptions of Fairness on Performance Appraisal Reactions”, *Journal of Labor Research*, 28, 735-754. Retrieved from Springer Science + Business Media.
- Jha, S.S. & Nair, S.K., (2006), “Empowerment in the Indian Hotel Industry: The Role of Employee Personality”, *IIMB Management Review*, 18 (3), 253-264. Retrieved from EBSCOhost database.
- Kafdağlı, T., (2007), “Çalışanların Örgüte Bağlılıkları ile İş Performansı Arasındaki İlişkinin İncelenmesine Yönelik Bir Uygulama”, Master’s Thesis. Yıldız Technical University Social Sciences Institute. Retrieved from YÖK Thesis Index.
- Koç, E., (2009), Lecture Notes from Contemporary Management.

- Konovsky, M.A., Folger, R. & Cropanzano, R., (1987), "Relative Effects of Procedural and Distributive Justice on Employee Attitudes", *Representative Research in Social Psychology*, 17 (1), 15-24.
- Lambert, E.G., Hogan, N.L. & Griffin, M.L., (2007), "The Impact of Distributive and Procedural Justice on Correctional Staff Job Stress, Job Satisfaction, and Organizational Commitment", *Journal of Criminal Justice*, 35, 644-656. Retrieved from ScienceDirect database.
- Leong, C.S., Furnham, A. & Cooper, C.L., (1996), "The Moderating Effect of Organizational Commitment on the Occupational Stress Outcome Relationship", *Human Relations*, 49 (10), 1345-1363. Retrieved from SAGE Publications.
- Lepak, D.P. & Snell, S.A., (1999), "The Human Resource Architecture: Toward a Theory of Human Capital Allocation and Development", *Academy of Management Review*, 24 (1), 31-48. Retrieved from EBSCOhost database.
- Levy, P.E. & Williams, J.R., (1998), "The Role of Perceived System Knowledge in Predicting Appraisal Reactions, Job Satisfaction, and Organizational Commitment", *Journal of Organizational Behavior*, 19 (1), 53-65. Retrieved from EBSCOhost database.
- Loi, R., Hang-yue, N. & Foley, S., (2006), "Linking Employees' Justice Perceptions to Organizational Commitment and Intention to Leave: The Mediating Role of Perceived Organizational Support", *Journal of Occupational and Organizational Psychology*, 79, 101-120. Retrieved from EBSCOhost database.
- McFarlin, D.B. & Sweeney, P.D., (1992), "Distributive and Procedural Justice as Predictors of Satisfaction with Personal and Organizational Outcomes", *Academy of Management Journal*, 35 (3), 626-637. Retrieved from ProQuest database.
- Meyer, J.P. & Allen, N.J., (1984), "Testing the Side-Bet Theory of Organizational Commitment: Some Methodological Considerations", *Journal of Applied Psychology*, 69 (3), 372-378. Retrieved from EBSCOhost database.
- Meyer, J.P. & Allen, N.J., (1991), "A Three-component Conceptualization of Organizational Commitment", *Human Resource Management Review*, 1 (1), 61-89. Retrieved from EBSCOhost database.
- Mowday, R., Steers, R., & Porter, L., (1979), "The Measurement of Organizational Commitment", *Journal of Vocational Behavior*, 14, 224-247.

- Mueller, S.L. & Thomas, A.S., (2000), "Culture and Entrepreneurial Potential: A Nine Country Study of Locus of Control and Innovativeness", *Journal of Business Venturing*, 16, 51-75. Retrieved from ScienceDirect database.
- Muhonen, T. & Torkelson, E., (2004), "Work Locus of Control and Its Relationship to Health and Job Satisfaction from a Gender Perspective", *Stress and Health*, 20, 21-28. Retrieved from Wiley InterScience database.
- Ng, T.W.H. & Butts, M.M., (2009), "Effectiveness of Organizational Efforts to Lower Turnover Intentions: The Moderating Role of Employee Locus of Control", *Human Resource Management*, 48 (2), 289-310. Retrieved from Wiley InterScience database.
- Ng, T.W.H., Sorensen, K.L. & Eby, L.T., (2006), "Locus of Control at Work: A Meta-analysis", *Journal of Organizational Behavior*, 27, 1057-1087. Retrieved from Wiley InterScience database.
- O'Brien, R.M., (2007), "A Caution Regarding Rules of Thumb for Variance Inflation Factors", *Quality & Quantity*, 41, 673-690. Retrieved from SpringerLink database.
- Orpen, C., (1985), "The Effects of Need for Achievement and Need for Independence on the Relationship between Perceived Job Attributes and Managerial Satisfaction and Performance", *International Journal of Psychology*, 20, 207-219. Retrieved from EBSCOhost database.
- Orpen, C., (1992), "The Work Locus of Control Scale as a Predictor of Employee Attitudes and Behavior: A Validity Study", *Psychology, A Journal of Human Behavior*, 29 (1), 35-37.
- Öztürk, P., (2008), "An Empirical Study of Relationships between Organizational Justice and Organizational Commitment in Public Health Care Companies in Istanbul", Master's Thesis. Marmara University Social Sciences Institute. Retrieved from YÖK Thesis Index.
- Pettijohn, C.E., Pettijohn, L.S. & Taylor, A.J., (2000), "Research Note: An Exploratory Analysis of Salesperson Perceptions of the Criteria Used in Performance Appraisals, Job Satisfaction, and Organizational Commitment", *Journal of Personal Selling & Sales Management*, 20 (2), 77-80. Retrieved from EBSCOhost database.
- Rauch, A. & Frese, M., (2007), "Let's Put the Person Back into Entrepreneurship Research: A Meta-analysis on the Relationship between Business Owners' Personality Traits, Business Creation, and Success", *European Journal of Work and Organizational Psychology*, 16 (4), 353-385. Retrieved from EBSCOhost database.

- Renn, R.W., (1998), "Participation's Effect on Task Performance: Mediating Roles of Goal Acceptance and Procedural Justice", *Journal of Business Research*, 41, 115-125. Retrieved from ScienceDirect database.
- Rotter, J.B., (1966), "Generalized Expectancies for Internal versus External Control of Reinforcement", *Psychological Monographs*, 80 (1), 1-28. Retrieved from Old Dominion University Library.
- Russell, J.S. & Goode, D.L., (1988), "An Analysis of Managers' Reactions to Their Own Performance Appraisal Feedback", *Journal of Applied Psychology*, 73 (1), 63-67. Retrieved from EBSCOhost database.
- Sagie, A. & Elizur, D., (1999), "Achievement Motive and Entrepreneurial Orientation: A Structural Analysis", *Journal of Organizational Behavior*, 20, 375-387. Retrieved from EBSCOhost database.
- Siu, O.L. & Cooper, C.L., (1998), "A Study of Occupational Stress, Job Satisfaction and Quitting Intention in Hong Kong Firms: The Role of Locus of Control and Organizational Commitment", *Stress Medicine*, 14, 55-66. Retrieved from Wiley InterScience database.
- Somers, M.J., (1995), "Organizational Commitment, Turnover and Absenteeism: An Examination of Direct and Interaction Effects", *Journal of Organizational Behavior*, 16, 49-58. Retrieved from EBSCOhost database.
- Spector, P.E., (1982), "Behavior in Organizations as a Function of Employee's Locus of Control", *Psychological Bulletin*, 91 (3), 482-497.
- Spector, P.E., (1988), "Development of the Work Locus of Control Scale", *Journal of Occupational Psychology*, 61, 335-340. Retrieved from EBSCOhost database.
- Steensma, H. & Visser, E., (2007), "Procedural Justice and Supervisors' Personal Power Bases: Effects on Employees' Perceptions of Performance Appraisal Sessions, Commitment, and Motivation", *Journal of Collective Negotiations*, 31 (2), 101-118. Retrieved from EBSCOhost database.
- Steers, R.M. & Braunstein, D.N., (1976), "A Behaviorally-Based Measure of Manifest Needs in Work Settings", *Journal of Vocational Behavior*, 9, 251-266.
- Sweeney, P.D. & McFarlin, D.B., (1993), "Workers' Evaluations of the Ends and Means: An Examination of Four Models of Distributive and Procedural Justice", *Organizational Behavior and Human Decision Processes*, 55, 23-40. Retrieved from ScienceDirect database.

- Swiercz, P., Icenogle, M., Bryan, N. & Renn, R., (1993), "Do Perceptions of Performance Appraisal Fairness Predict Employee Attitudes and Performance?", *Proceedings of the Academy of Management (Atlanta: Academy of Management)*, 304-308. Retrieved from EBSCOhost database.
- Tajeddini, K. & Muller, S.L., (2009), "Entrepreneurial Characteristics in Switzerland and the UK: A Comparative Study of Techno-entrepreneurs", *Journal of International Entrepreneurship*, 7 (1), 1-25. Retrieved from EBSCOhost database.
- Tang, T.L.-P. & Sarsfield-Baldwin, L.J., (1996), "Distributive and Procedural Justice as Related to Satisfaction and Commitment", *SAM Advanced Management Journal*, 61 (3), 25-31. Retrieved from ProQuest database.
- Tett, R.P. & Meyer, J.P., (1993), "Job Satisfaction, Organizational Commitment, Turnover Intention, and Turnover: Path Analyses Based on Meta-Analytic Findings", *Personnel Psychology*, 46, 259-293. Retrieved from EBSCOhost database.
- Uyargil, C., (1994), *İşletmelerde Performans Yönetimi Sistemi – Performansın Planlanması, Değerlendirilmesi ve Geliştirilmesi*, İstanbul: İ.Ü. İşletme Fakültesi Yayınları.
- Vandenberghe, C. & Bentein, K., (2009), "A Closer Look at the Relationship between Affective Commitment to Supervisors and Organizations and Turnover", *Journal of Occupational and Organizational Psychology*, 82, 331-348. Retrieved from EBSCOhost database.
- Youngcourt, S.S., Leiva, P.I. & Jones, R.G., (2007), "Perceived Purposes of Performance Appraisal: Correlates of Individual- and Position-Focused Purposes on Attitudinal Outcomes", *Human Resource Development Quarterly*, 18 (3), 315-343. Retrieved from Wiley InterScience database.

APPENDIX 1 TRANSLATED VERSION of the STATEMENTS used in the PRE- STUDY

İş Kontrol Odağı Ölçeği / Work Locus of Control Scale (Spector, 1988)	
K1. Çoğu iş'te, insanlar başarmak için yola çıkıp çok çalışırlarsa büyük ölçüde başarılı olabilirler.	On most jobs, people can pretty much accomplish whatever they set out to accomplish.
K2. İstediyin işe girmek genellikle bir şans meselesidir.	Getting the job you want is mostly a matter of luck.
K3. İyi para kazanmak esas olarak şanslı olmakla ilgilidir.	Making money is primarily a matter of good fortune.
K4. Eğer çaba gösterirse, çoğu insan işini iyi yapabilir.	Most people are capable of doing their jobs well if they make the effort.
K5. İş hayatındaki başarı genellikle talihli olmakla ilgili bir mesele değildir.	Self-developed statement
K6. Gerçekten iyi bir işe girmek için kimi tanıdığım ne bildiğinden daha önemlidir.	When it comes to landing a really good job, who you know is more important than what you know.
K7. Terfi işini iyi yapan çalışanlara verilir.	Promotions are given to employees who perform well on the job.
K8. İş hayatında başarılı olabilmek için doğru insanları tanıman gerekir.	Self-developed statement
K9. İşini iyi yapan insanlar genellikle iş hayatında başarılı olurlar.	Self-developed statement
K11. İnsanın iş başarısı torpil, şans ve kader gibi faktörlerden ziyade kendi gayret ve çabalarıyla belirlenir.	Self-developed statement

Kurumsal Bağlılık Ölçeği (Duygusal Bağlılık ve Devamlılık Bağlılığı) / Organizational Commitment Scale (Affective Commitment and Continuance Commitment) (Mowday, Steers & Porter, 1979; Allen & Meyer, 1990)	
DU1. Bu kurumda kendimi ailenin bir parçası gibi hissediyorum.	I feel like part of a family in this organization.
DU2. Kendimi bu kuruma duygusal olarak bağlı hissediyorum.	I feel emotionally attached to this organization.
DU3. Bu kurumda çalışmanın benim için çok özel bir anlamı var.	Working in this organization has a great deal of personal meaning for me.
DU4. Bu kuruma güçlü bir aidiyet hissi duyuyorum.	I feel a strong sense of belonging to this organization.
DU5. Bu kurumda çalıştığımı diğer insanlara anlatmaktan gurur duyuyorum.	I am proud to tell others that I work in this organization.
DU6. Emekli olana kadar bu kurumda çalışmak beni mutlu eder.	I would be happy to work in this organization until I retire.
DU7. Bu kurumun karşılaştığı her problemi kendi problemim gibi hissederim.	I really feel that any problems faced by this organization are also my problems.
DU8. Başkalarıyla çalıştığım kurum hakkında	I enjoy discussing this organization with

konuşmaktan hoşlanıyorum.	people outside of it.
DE1. Başka bir iş bulmadan bu kurumdan ayrıldıktan sonra olabileceklerden çok endişe ediyorum.	I am concerned about what might happen if I left this organization without having another position lined up.
DE2. Bu kurumdan ayrılmaya karar vermiş olsaydım, hayatımda haddinden fazla şey bozulurdu.	Too much in my life would be disrupted if I decided I wanted to leave this organization now.
DE3. Şu anda bu kurumdan ayrılmak bana çok pahalıya mal olabilir.	It would be too costly for me to leave this organization now.
DE4. Bu kurumdan ayrılmaya kalksam yeni ve uygun bir iş bulma şansım çok az olurdu.	Self-developed statement
DE5. Artık bu kurumda çalışmaya devam etmek benim için bir arzudan ziyade bir mecburiyettir.	Self-developed statement
DE6. Şu an için pek fazla seçeneğim olmadığından bu kurumda çalışmaya devam ediyorum.	Right now, staying with this organization is a matter of necessity as much as desire.
DE7. Bu kuruma kendimi “mecburiyetten” bağlı hissediyorum.	Self-developed statement

Performans Değerleme Süreciyle ilgili Prosedürel ve Dağıtım Adalet Algısı Ölçeği / Perceived Procedural and Distributive Justice of Performance Appraisal (Tang & Sarsfield-Baldwin, 1996)	
P1. Bu kurumda performansımın adil bir şekilde ölçüldüğüne inanıyorum.	How fair do you feel your last performance appraisal was?
P3. Bu kurumdaki performans değerlendirme yönteminin adil olduğundan eminim.	Self-developed statement
P4. Bu kurumda her dönem yöneticilerim bana verdikleri performans puanının gerekçelerini açıklarlar.	Self-developed statement
P5. Bu kurumdaki performans değerlendirme sistemi çok şeffaftır.	Self-developed statement
P6. Bu kurumdaki performans değerlendirme sürecinde kararlar personelin de katılımı ile alınır.	How much input does your supervisor ask for during the appraisal process?
P7. En son aldığım performans puanı zaten beklediğim gibiydi.	Self-developed statement
D1. Ortaya koyduğum performansa kıyasla bu kurumun bana sağladığı imkân ve ödüller adildir.	How fair has the organization been in rewarding you when you consider the amount of effort that you have put forth?
D2. Aldığım görev ve sorumluluklara kıyasla bu kurumun bana sağladığı imkân ve ödüller adildir.	How fair has the organization been in rewarding you when you consider the responsibilities that you have?
D3. Yaptığım işin stres ve zorluklarına kıyasla bu kurumun bana sağladığı imkân ve ödüller adildir.	How fair has the organization been in rewarding you when you consider the stresses and strains of your job?
D4. Sahip olduğum eğitim/gelişme düzeyime	How fair has the organization been in

kıyasla bu kurumun bana sağladığı imkân ve ödüller adildir.	rewarding you when you take into account the amount of education and training that you have?
D5. Başarıyla tamamladığım işlere kıyasla bu kurumun bana sağladığı imkân ve ödüller adildir.	How fair has the organization been in rewarding you when you consider the work that you have done well?

APPENDIX 2**SAMPLE QUESTIONNAIRE used in the PRE-STUDY**

Arařtırmacı Burcu Birecikli
Dođuş Üniversitesi Sosyal Bilimler Enstitüsü MBA Öğrencisi

Sayın Katılımcı,

Bu arařtırma Yüksek Lisans Tezimde kullanılmak amacıyla yapılmaktadır. Toplanan veriler tamamen bilimsel amaçlı olarak kullanılacak olup hiçbir şekilde başkalarıyla paylaşılmayacaktır. Zaten katılımcıların ad, unvan ve pozisyonları sorulmamaktadır. Arařtırmanın amacı, çalışanların girişimcilik özellikleri, performans değerlendirme süreciyle ilgili algıları ve örgütsel bağlılıkları arasındaki ilişkileri incelemektir. Bu arařtırma Gebze Yüksek Teknoloji Enstitüsü Sosyal Bilimler Ens. Md. Prof. Dr. Lütfihak Alpkan tarafından onaylanmıştır. Gerekirse sorularınızı 536 691 60 75 numaralı telefondan Burcu Birecikli'ye ulařarak yöneltebilirsiniz.

Bu sayfadaki sorular sizin genel olarak çalışma hayatı ile ilgili inançlarınızı ölçmektedir. Sadece şu anki işinizi kastetmemektedir. Lütfen size en uygun seçeneği işaretleyiniz.

- ① Hiç katılmıyorum
 ② Katılmıyorum
 ③ Ne katılıyorum ne katılmıyorum
 ④ Katılıyorum
 ⑤ Tamamen katılıyorum

İş Kontrol Odağı Ölçeği (Spector, 1988)	
K1. Çoğu iş'te, insanlar başarmak için yola çıkıp çok çalışırlarsa büyük ölçüde başarılı olabilirler.	1 2 3 4 5
K2. İstediyin işe girmek genellikle bir şans meselesidir. (R)	1 2 3 4 5
K3. İyi para kazanmak esas olarak şanslı olmakla ilgilidir. (R)	1 2 3 4 5
K4. Eğer çaba gösterirse, çoğu insan işini iyi yapabilir.	1 2 3 4 5
K5. İş hayatındaki başarı genellikle talihli olmakla ilgili bir mesele değildir.	1 2 3 4 5
K6. Gerçekten iyi bir işe girmek için kimi tanıdığın ne bildiğinden daha önemlidir. (R)	1 2 3 4 5
K7. Terfi işini iyi yapan çalışanlara verilir.	1 2 3 4 5
K8. Çok para kazanmak için doğru insanları tanıman gerekir. (R)	1 2 3 4 5
K9. İşini iyi yapan insanlar genellikle başarılı olurlar.	1 2 3 4 5
K10. Çok para kazanan insanlarla az para kazanan insanlar arasındaki temel fark şanstır. (R)	1 2 3 4 5
K11. İnsanın iş başarısı kendi gayret ve çabalarından ziyade torpil, şans ve kader gibi faktörlerce belirlenir.	1 2 3 4 5
Başarı İhtiyacı Ölçeği (Steers & Braunstein, 1976)	
BŞ 1. İş performansımı sürekli geliştirmek için çok çaba sarf ederim.	1 2 3 4 5
BŞ 2. Aşmam gereken zorlukların olması hoşuma gider.	1 2 3 4 5
BŞ 3. Görevimi tamamladıktan sonra ne ölçüde başarılı olup ilerleme kaydettiğimi bilmek isterim.	1 2 3 4 5
BŞ 4. Gerçekçi hedefler koyup onlara ulaşmaktan zevk alırım.	1 2 3 4 5
BŞ 5. Zor bir görevi tamamlamaktan haz duyarım.	1 2 3 4 5
Bağımsızlık İhtiyacı Ölçeği (Hisrich & Brush, 1985; cited in Hisrich, Peters & Shepherd, 2005)	
BA 1. Çocuğumun kendi işinin patronu olmasını arzu ederim.	1 2 3 4 5
BA 2. Emir almaktan ve başkalarının ne yapacağımı söylemesinden hiç hoşlanmam.	1 2 3 4 5
BA 3. Yüksek gelirli fakat üstlerinden emir alan bir çalışan/yönetici olmaktansa, daha düşük gelirli bir küçük işletme patronu olmayı tercih ederim.	1 2 3 4 5
BA 4. Finansal açıdan bağımsız olmak isterim.	1 2 3 4 5
BA 5. Önemli bir konuda karar vermeden önce genellikle başkalarının fikrini almaya ihtiyaç duyarım. (R)	1 2 3 4 5

Bu sayfadaki sorular sizin genel olarak Őu anda alıŐmaktadırdığınız kurumla ilgili tutum ve grŐlerinizi lmektedir.

Ltfen size en uygun seeneđi iŐaretleyiniz.

- ① Hi katılmıyorum
- ② Katılmıyorum
- ③ Ne katılıyorum ne katılmıyorum
- ④ Katılıyorum
- ⑤ Tamamen katılıyorum

İŐten Ayrılma Niyeti lđi (Cammann, Fichman, Jenkins & Klesh, 1983)	
A1. Firmamdan ayrılmayı sıklıa dŐnyorum.	1 2 3 4 5
A2. Yakın bir zamanda yeni bir iŐ aramayı dŐnyorum.	1 2 3 4 5
Kurumsal Bađlılık lđi (Duygusal Bađlılık ve Devamlılık Bađlılıđı) (Mowday, Steers & Porter, 1979; Allen & Meyer, 1990)	
DU1. Bu kurumda kendimi ailenin bir parası gibi hissediyorum.	1 2 3 4 5
DU2. Kendimi bu kuruma duygusal olarak bađlı hissediyorum.	1 2 3 4 5
DU3. Bu kurumda alıŐmanın benim iin ok zel bir anlamı var.	1 2 3 4 5
DU4. Bu kuruma gl bir aidiyet hissi duyuyorum.	1 2 3 4 5
DU5. Bu kurumda alıŐtıđımı diđer insanlara anlatmaktan gurur duyuyorum.	1 2 3 4 5
DU6. Emekli olana kadar bu kurumda alıŐmak beni mutlu eder.	1 2 3 4 5
DU7. Bu kurumun karŐılaŐtıđı her problemi kendi problemim gibi hissederim.	1 2 3 4 5
DU8. BaŐkalarıyla alıŐtıđım kurum hakkında konuŐmaktan hoŐlanıyorum.	1 2 3 4 5
DE1. BaŐka bir iŐ bulmadan bu kurumdan ayrıldıktan sonra olabileceklerden ok endiŐe ediyorum.	1 2 3 4 5
DE2. Bu kurumdan ayrılmaya karar vermiŐ olsaydım, hayatımda haddinden fazla Őey bozulurdu.	1 2 3 4 5
DE3. Őu anda bu kurumdan ayrılmak bana ok pahalıya mal olabilir.	1 2 3 4 5
DE4. Bu kurumdan ayrılmaya kalksam yeni ve uygun bir iŐ bulma Őansım ok az olurdu.	1 2 3 4 5
DE5. Artık bu kurumda alıŐmaya devam etmek benim iin bir arzudan ziyade bir mecburiyettir.	1 2 3 4 5
DE6. Őu an iin pek fazla seeneđim olmadıđından bu kurumda alıŐmaya devam ediyorum.	1 2 3 4 5
DE7. Bu kuruma kendimi “mecburiyetten” bađlı hissediyorum.	1 2 3 4 5
Performans Deđerleme Sreciyle ilgili Prosedrel ve Dađıtımsal Adalet Algısı lđi (Tang & Sarsfield-Baldwin, 1996)	
P1. Bu kurumda performansımın adil bir Őekilde lcldđne inanıyorum.	1 2 3 4 5
P2. Bu kurumdaki performans ynetim sisteminin adaletinden memnunum.	1 2 3 4 5
P3. Bu kurumdaki performans deđerleme ynteminin adil olduđundan eminim.	1 2 3 4 5
P4. Bu kurumda her dnem yneticilerim bana verdikleri performans	1 2 3 4 5

puanının gerekçelerini açıklarlar.					
P5. Bu kurumdaki performans değerlendirme sistemi çok şeffaftır.	1	2	3	4	5
P6. Bu kurumdaki performans değerlendirme sürecinde kararlar personelin katılımı ile alınır.	1	2	3	4	5
P7. En son aldığım performans puanı zaten beklediğim gibiydi.	1	2	3	4	5
D1. Ortaya koyduğum performansla kıyasla bu kurumun bana sağladığı imkân ve ödüller adildir.	1	2	3	4	5
D2. Aldığım görev ve sorumluluklara kıyasla bu kurumun bana sağladığı imkân ve ödüller adildir.	1	2	3	4	5
D3. Yaptığım işin stres ve zorluklarına kıyasla bu kurumun bana sağladığı imkân ve ödüller adildir.	1	2	3	4	5
D4. Sahip olduğum eğitim/gelişme düzeyime kıyasla bu kurumun bana sağladığı imkân ve ödüller adildir.	1	2	3	4	5
D5. Başarıyla tamamladığım işlere kıyasla bu kurumun bana sağladığı imkân ve ödüller adildir.	1	2	3	4	5

Cinsiyetiniz: Kadın Erkek

Yaşınız: _____

Tamamladığınız en üst eğitim düzeyi:

İlköğretim Lise Üniversite Yüksek Lisans Doktora

Kurumda kaç yıldır çalışıyorsunuz? _____

En son aldığınız performans puanı kaçtır? _____

APPENDIX 3

SAMPLE QUESTIONNAIRE used in the MAIN STUDY

Arařtırmacı Burcu Birecikli
Doęuř Üniversitesi Sosyal Bilimler Enstitüsü MBA Öğrencisi

Sayın Katılımcı,

Bu arařtırma Yüksek Lisans Tezinde kullanılmak amacıyla yapılmaktadır. Toplanan veriler tamamen bilimsel amaçlı olarak kullanılacak olup hiçbir şekilde başkalarıyla paylaşılmayacaktır. Zaten katılımcıların ad, unvan ve pozisyonları sorulmamaktadır. Arařtırmanın amacı, çalışanların girişimcilik özellikleri, performans değerlendirme süreciyle ilgili algıları ve örgütsel bağlılıkları arasındaki ilişkileri incelemektir. Bu arařtırma Gebze Yüksek Teknoloji Enstitüsü Sosyal Bilimler Ens. Md. Prof. Dr. Lütfihak Alpkın tarafından onaylanmıřtır. Gerekirse sorularınızı 536 691 60 75 numaralı telefondan Burcu Birecikli'ye ulařarak yöneltebilirsiniz.

Bu sayfadaki sorular sizin genel olarak çalışma hayatı ile ilgili inançlarınızı ölçmektedir. Sadece şu anki işinizi kastetmemektedir. Lütfen size en uygun seçeneği işaretleyiniz.

- ① Hiç katılmıyorum
 ② Katılmıyorum
 ③ Ne katılıyorum ne katılmıyorum
 ④ Katılıyorum
 ⑤ Tamamen katılıyorum

İçsel İş Kontrol Odağı Ölçeği (Spector, 1988)	
K1. Çoğu iş'te, insanlar başarmak için yola çıkıp çok çalışırlarsa büyük ölçüde başarılı olabilirler.	1 2 3 4 5
K4. Eğer çaba gösterirse, çoğu insan işini iyi yapabilir.	1 2 3 4 5
K5. İş hayatındaki başarı genellikle talihi olmakla ilgili bir mesele değildir.	1 2 3 4 5
K8. İş hayatında başarılı olabilmek için doğru insanları tanıman gerekir. (R)	1 2 3 4 5
K9. İşini iyi yapan insanlar genellikle iş hayatında başarılı olurlar.	1 2 3 4 5
K11. İnsanın iş başarısı torpil, şans ve kader gibi faktörlerden ziyade kendi gayret ve çabalarıyla belirlenir.	1 2 3 4 5
Başarı İhtiyacı Ölçeği (Steers & Braunstein, 1976)	
BŞ 1. İş performansımı sürekli geliştirmek için çok çaba sarf ederim.	1 2 3 4 5
BŞ 2. Aşmam gereken zorlukların olması hoşuma gider.	1 2 3 4 5
BŞ 3. Görevimi tamamladıktan sonra ne ölçüde başarılı olup ilerleme kaydettiğimi bilmek isterim.	1 2 3 4 5
BŞ 4. Gerçekçi hedefler koyup onlara ulaşmaktan zevk alırım.	1 2 3 4 5
BŞ 5. Zor bir görevi tamamlamaktan haz duyarım.	1 2 3 4 5
Bağımsızlık İhtiyacı Ölçeği (Hisrich & Brush, 1985; cited in Hisrich, Peters & Shepherd, 2005)	
BA 2. Emir almaktan ve başkalarının ne yapacağımı söylemesinden hiç hoşlanmam.	1 2 3 4 5
BA 3. Yüksek gelirli fakat üstlerinden emir alan bir çalışan/yönetici olmaksızın, daha düşük gelirli bir küçük işletme patronu olmayı tercih ederim.	1 2 3 4 5
BA 4. Finansal açıdan bağımsız olmak isterim.	1 2 3 4 5
BA 5. Önemli bir konuda karar vermeden önce genellikle başkalarının fikrini almaya ihtiyaç duyarım. (R)	1 2 3 4 5
BA 6. Yönetimsel açıdan bağımsız olmak isterim.	1 2 3 4 5
BA 7. Kendi işimin patronu olmayı tercih ederim.	1 2 3 4 5
BA 8. Önemli kararları verirken bağımsız olmayı isterim.	1 2 3 4 5

Bu sayfadaki sorular sizin genel olarak şu anda çalışmakta olduğunuz kurumla ilgili tutum ve görüşlerinizi ölçmektedir. Lütfen size en uygun seçeneği işaretleyiniz.

- ① Hiç katılmıyorum
- ② Katılmıyorum
- ③ Ne katılıyorum ne katılmıyorum
- ④ Katılıyorum
- ⑤ Tamamen katılıyorum

İşten Ayrılma Niyeti Ölçeği (Cammann, Fichman, Jenkins & Klesh, 1983)	
A1. Firmamdan ayrılmayı sıkça düşünüyorum.	1 2 3 4 5
A2. Yakın bir zamanda yeni bir iş aramayı düşünüyorum.	1 2 3 4 5
Kurumsal Bağlılık Ölçeği (Duygusal Bağlılık ve Devamlılık Bağlılığı) (Mowday, Steers & Porter, 1979; Allen & Meyer, 1990)	
DU1. Bu kurumda kendimi ailenin bir parçası gibi hissediyorum.	1 2 3 4 5
DU2. Kendimi bu kuruma duygusal olarak bağlı hissediyorum.	1 2 3 4 5
DU3. Bu kurumda çalışmanın benim için çok özel bir anlamı var.	1 2 3 4 5
DU4. Bu kuruma güçlü bir aidiyet hissi duyuyorum.	1 2 3 4 5
DU5. Bu kurumda çalıştığımı diğer insanlara anlatmaktan gurur duyuyorum.	1 2 3 4 5
DU7. Bu kurumun karşılaştığı her problemi kendi problemim gibi hissederim.	1 2 3 4 5
DU8. Başkalarıyla çalıştığım kurum hakkında konuşmaktan hoşlanıyorum.	1 2 3 4 5
DE4. Bu kurumdan ayrılmaya kalksam yeni ve uygun bir iş bulma şansım çok az olurdu.	1 2 3 4 5
DE5. Artık bu kurumda çalışmaya devam etmek benim için bir arzudan ziyade bir mecburiyettir.	1 2 3 4 5
DE6. Şu an için pek fazla seçeneğim olmadığından bu kurumda çalışmaya devam ediyorum.	1 2 3 4 5
DE7. Bu kuruma kendimi “mecburiyetten” bağlı hissediyorum.	1 2 3 4 5
Performans Değerleme Süreciyle ilgili Prosedürel ve Dağıtımsal Adalet Algısı Ölçeği (Tang & Sarsfield-Baldwin, 1996)	
P1. Bu kurumda performansımın adil bir şekilde ölçüldüğüne inanıyorum.	1 2 3 4 5
P3. Bu kurumdaki performans değerlendirme yönteminin adil olduğundan eminim.	1 2 3 4 5
P4. Bu kurumda her dönem yöneticilerim bana verdikleri performans puanının gerekçelerini açıklarlar.	1 2 3 4 5
P5. Bu kurumdaki performans değerlendirme sistemi çok şeffaftır.	1 2 3 4 5
P6. Bu kurumdaki performans değerlendirme sürecinde kararlar personelin katılımı ile alınır.	1 2 3 4 5
P7. En son aldığım performans puanı zaten beklediğim gibiydi.	1 2 3 4 5
D1. Ortaya koyduğum performansla kıyasla bu kurumun bana sağladığı imkân ve ödüller adildir.	1 2 3 4 5
D2. Aldığım görev ve sorumluluklara kıyasla bu kurumun bana sağladığı imkân ve ödüller adildir.	1 2 3 4 5

D3. Yaptığım işin stres ve zorluklarına kıyasla bu kurumun bana sağladığı imkân ve ödüller adildir.	1	2	3	4	5
D4. Sahip olduğum eğitim/gelişme düzeyime kıyasla bu kurumun bana sağladığı imkân ve ödüller adildir.	1	2	3	4	5
D5. Başarıyla tamamladığım işlere kıyasla bu kurumun bana sağladığı imkân ve ödüller adildir.	1	2	3	4	5

Cinsiyetiniz: Kadın Erkek

Yaşınız: _____

Tamamladığınız en üst eğitim düzeyi:

İlköğretim Lise Üniversite Yüksek Lisans Doktora

Kurumda kaç yıldır çalışıyorsunuz? _____

En son aldığınız performans puanı kaçtır? _____

BIOGRAPHY

Burcu Birecikli was born on June 9, 1987, in Istanbul. She graduated from İstek Acıbadem High School in 2004. In 2008, she received her Bachelor of Arts degree in Psychology from Yeditepe University with High Honor Degree. She worked at an HR & Consulting firm as an Intern between August 2009 and January 2010. She is interested in organizational psychology and personality psychology which are related with the management of human resource.