

**ORGANIZATIONAL JUSTICE IN PERFORMANCE APPRAISAL
SYSTEM AND WORK PERFORMANCE IN BANKING SECTOR
EMPLOYEES IN BATTICALOA DISTRICT**



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ABSTRACT

Overall ,this study was to examine the employees perceptions of organizational justice (distributive ,procedural, and interactional justice) in performance appraisal system and the effect on performance appraisal satisfaction and work performance this study also identified the main perceptions that employee have on performance appraisal system and how reliable the system are to them. The correlation and regression was used to analyze the variables and the results show that there is positive and significant relationship between organizational justice and work performance in Batticaloa District selected banks employees. This study was conducted by collecting primary data from 140 banks employees in Batticaloa District. There is also mediation of performance appraisal satisfaction and it enhances the work performance if present. The fairness perception of employee in performance appraisal process is most important factor which increase work performance of an employee in a particular organization

Performance appraisal is an integral part on the human resource management system. An Organization Implements the performance appraisal system to allocate rewards for the employees, provide development advice as well as to obtain their perspectives and justice perceptions about their jobs, department, managers and organization. Further, performance appraisal is an ongoing communication process between employees, and supervisors. Superior should set expectations, monitor performance and provide feedback to employees' by having this information it will direct and develop employee 'performance by identifying training and development needs, correcting problems and determine raises and promotion. However, for the system to be effective it must be perceived as fair (suliman, 2007) in line with this, the purpose of this study is to identify the effect of employee perception of justice in performance appraisal system on performance appraisal satisfaction and lastly it will affect the work performance too.

Key words: Organizational Justice, Performance Appraisal System, Job Satisfaction, Work Performance.

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