Performance Appraisal from the Perspective of Organizational Justice: Review and Research Agenda

ABSTRACT

Objective: Explore the literature on Performance Appraisal (PA) from the perspective of Organizational Justice, to collaborate with the construction of knowledge and with the identification of research gaps.

Theoretical approach: The Knowledge Development Process-Constructivist instrument was used to select and analyze, in a systematic and reflective way, the Bibliographic Portfolio (BP) representative of the theme.

Results: It was found the existence of: a literature focused on consequences for people, involving variables such as satisfaction and commitment; preponderance of studies that address PA at the individual level; and, lack of investigations into perceptions of interpersonal and informational justice. The articles mainly analyzed the antecedents and consequences of PA justice perceptions. Among the gaps there is the need to develop models customized to the context that integrate the perceptions of the four factors of justice and of each unit or organization; and the development of studies involving interpersonal and informational justice and perceptions at the organizational level.

Originality/Relevance: The study presents aspects of PA justice perceptions as a relevant factor that influences employee behavior and points out research gaps for the evolution of the theme.

Theoretical/methodological contributions: This study contributes scientifically as it compiles recognized articles and proposes a research agenda with topics for future investigation.

Social contributions/to management: The findings contribute to managers throughout the life cycle of a PAS, by showing how the perception of justice impacts the behavior of employees in achieving organizational goals.

Keywords: Performance Appraisal; Organizational Justice; ProKnow-C.

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1 INTRODUCTION

Performance Appraisals Systems (PASs) have become essential management tools to align employee behavior and organizational objectives. With globalization, there were changes in relationships and ways of working. In this context, the Performance Appraisal (PA) process provides information for planning, analysis, monitoring, rewards, organizational learning, management support, and decision making. (Burney, Henle, & Widener, 2009; Choong, 2014).

The scope of PASs has evolved over the years due to changes in global business that required changes in organizational configurations. To account for the functions that the PA activity must meet, the focus on the technical aspects of 'what to measure?' and 'how to measure?' shifted to recognizing the link between the success and acceptance of PAS and values, culture, and behavior of those involved in the organization (Behn, 2003; Holzer, Ballard, Kim, Peng, & Deat, 2019).

The influences of PAS on employee behaviors, perceptions, and performance have been explored to understand what makes a System effective. The individual actions of employees determine the long-term success or failure of organizations (Burney *et al.*, 2009). Thus, it is essential to analyze the employees' perceptions about PAS and how these perceptions and the diagnosis of their performance influence their behavior. For Behn (2003), performance improvement occurs when you understand how to influence people who give rise to the results.

In this context, Organizational Justice is provided as a relevant criterion to determine the effectiveness of PAS (Dusterhoff, Cunningham, & Macgregor, 2014; Erdogan, Kraimer, & Liden, 2001; Erdogan, 2002). The focus is on analyzing the Systems' equity perceptions to indicate how these perceptions contribute to the strengthening of positive behaviors of employees at an individual level and how this can contribute to the achievement of the organization's goals. The lack of perception of justice in the PAS can generate psychological barriers and unwanted behaviors by employees, such as resistance to using the System (Dusterhoff *et al.*, 2014; Holzer *et al.*, 2019). A positive perception can trigger motivation, satisfaction, organizational commitment, and greater managerial performance (Cheng, 2014; Lau, 2015).

The question "What are the research opportunities identified in Performance Appraisal (PA) literature from the Perspective of Organizational Justice?" will guide this research, considering the importance of deepening knowledge about the perceptions of those involved about PASs and the impacts on the feelings, behaviors, and performance of individuals in organizations. This research explores a fragment of PA literature from the Organizational Justice Perspective to map the theme and identify research gaps. To this end, the intervention instrument Knowledge Development Process-Constructivist (ProKnow-C) was chosen, enabling the selection, analysis, and reflection of the literature on a topic.

This article supports its relevance by analyzing research that discusses cognitive and psychological aspects of individuals for the organization's success, considering that PA, when observed by the Organizational Justice, presents relevant particularities about the feelings and attitudes of those involved and their behaviors achieve organizational goals. This work is vital for its scientific contribution to the development of the theme, as it compiles scientifically recognized studies in the English language in a Bibliographic Portfolio (BP), thus contributing to researchers on the subject and for indicating topics that require further investigation.

This study is structured in six sections: this introduction presented, the theoretical framework, based on previous studies; the methodological procedures used to operationalize

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the study; the presentation of the results obtained in the bibliometric, systemic, and literature map analyses; contributions to the advancement of the area; and the final considerations.

2 THEORETICAL FRAMEWORK

Performance Appraisal (PA) is considered a relevant management and strategy tool for organizations. In addition, it is used as an essential Human Resources management tool, integrating corporate policies and the workforce that makes up the organization (Palaiologos, Papazekos, & Panayotopoulou, 2011). PA is often approached as a corporate or organizational appraisal; however, individuals must have reactions that converge with each other (Tuytens & Devos, 2012). In BP, most research prioritizes PA as a Human Resources management tool, seen as a formal process of evaluating organizational members, including the construction of performance standards, behavior appraisal, choice of performance classification, and feedback (Erdogan, 2002).

The Performance Appraisal System (PAS) favors the organization in different ways. This System can be used to track performance, provide useful information that impacts the behavior and results of the workforce, support decisions to increase, promote, feedback and staff development, and manage strategic priorities in a company. (Burney *et al*., 2009; Cawley, Keeping, & Levy, 1998; Gupta & Kumar, 2013).

Designing an effective and fair PAS is a challenge for the strategic and Human Resources management areas. Poorly designed Systems can lead employees to prioritize one sphere over another, hindering the organization's global goals (Burney *et al*., 2009). Therefore, it is essential to study the factors that impact the reliability, validity, and acceptance of the System by the employee to collaborate with positive attitudes that enable the achievement of individual and organizational goals (Erdogan *et al*., 2001; Farndale & Kelliher, 2013).

Thus, cognitive and psychological aspects, such as PA justice, gain space as an essential criterion to assess the effectiveness and success of a PAS (Erdogan, 2002). Organizational Justice is perceived as an essential factor for the success of a PAS. Fair appraisals determine workers' acceptance of the System (Jawahar, 2007; Kim & Rubianty, 2011); this is enhanced when the process is considered fair, with the System being coherent, precise, and in harmony with the employees' values. Employee behavior has negative consequences when the System is considered unfair (Heslin & Vandewalle, 2011; Roberts, 1994).

The studies aim to know which factors influence and are influenced by the perceptions of Organizational Justice in PAs. Greenberg (1986) investigated the determinants of fair PA and identified that seven elements enhance the perception of fairness in PA: performance-based appraisal ratings that underlie career advancement and salary decisions; employee participation requested by the supervisor prior to the appraisal; bidirectional communication during the process; openness for the appraisee to contest the appraisal; appraiser who has knowledge and familiarity with the appraisee's work; and those consistent performance standards are applied in the process.

For a PA to be considered fair, there needs to be a formal appraisal process, that the supervisor knows the employees' activity and performance, that there is a frequency in the application of the PA, that the assessed is open to express their feelings and opinions, and that the supervisor assists the employee in the development of plans and actions to improve their performance (Landy *et al*., 1978). Contextual factors such as culture, organizational support, and exchange between leaders and members are also crucial to perceiving justice in PA (Erdogan, 2002). These perceptions result from constant interactions between the processes,

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the psychological and personality characteristics of the people involved, and the setting in which the processes are applied (Hartmann & Slapnicar, 2012).

Perceptions of justice are investigated through different prisms. The existence of a division in a spectrum of one to four dimensions of justice is admitted (Dusterhoff *et al*., 2014). Most BP divides Organizational Justice into three factors: distributive, procedural, and interactional justice. Some studies cite or use Colquitt's (2001) four-factor structure that divides Organizational Justice into distributive justice, procedural, informational, and interpersonal.

Distributive justice is that perceived on the inputs and results of the work it performs concerning others, while procedural justice is related to the procedures by which performance is evaluated and which are used to make decisions and implement resource allocation (Bartol, Durham, & Poon, 2001; El Haddad, Karkoulian, & Nehme, 2019). Recently, interactional justice has gained ground and, from the perspective of PA, refers to the justice of the treatment received during the implementation of procedures that assess performance and communication models in the organization (Erdogan, 2002). Interactional justice can be divided into interpersonal justice, which emphasizes the level at which people are treated with respect, politeness, dignity, and informational justice, which deals with how relevant information is communicated (Chun *et al*., 2018; Gupta & Kumar, 2013).

3 METHODOLOGICAL PROCEDURES

This research is bibliographic and uses primary data, obtained according to the researchers' boundaries for selecting the BP, and secondary data from the variables analyzed and identified in the BP. As for the problem, a qualitative approach is used, as the objective is to know the literature on the perception of Organizational Justice in PAS and interpret the identified variables giving meaning to the findings (Richardson, 1999).

The intervention instrument used is the Knowledge Development Process-Constructivist (ProKnow-C). This systematized process aims to build knowledge on a given topic by selecting a relevant BP and critically analyzing the content of this BP according to the researcher's boundaries (Valmorbida & Ensslin, 2016). ProKnow-C has these five steps: (i) selection of BP in order to learn about the fragment of literature on the subject; (ii) in Bibliometric Analysis, it is possible to know the highlights of the variables defined in the BP; (iii) in the Literature Map, the dimensions that summarize previous research on the subject are identified; (iv) Systemic Analysis enables the understanding of BP concerning the theoretical affiliation of the researcher and; finally, (v) the research gaps that lead to the agenda proposition phase are identified.

The BP Selection has three steps: 'Raw Articles Database,' 'Database Filtering' and 'Representativeness Test.' The search for the keywords took place in the Scopus and Web of Science databases between September 11 and 15, 2020. The search took place in the title, abstract, and keywords fields; without temporal delimitation and was restricted to articles in the English language, as it is the language predominantly used by scientists.

Eight thousand forty-one references were found that made up the Gross Articles Bank. The Endnote bibliographic manager was used to operationalize the second stage: 'Filtering the Raw Articles Bank.' One thousand five hundred forty-five duplicate references were deleted through an automatic feature of Endnote. Subsequently, 847 publications from conferences, books, book chapters, patents, series, and journal articles were excluded with divergence in title and authors, leaving 5,649 articles. In the next step, the articles' titles were examined, and 5,410 articles whose titles did not deal with the perceptions of justice in the PA or the justice of the phases of the life cycle of the PA were eliminated, remaining 239 articles.

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The scientific recognition of the articles was measured by the number of citations collected by Google Scholar. The 239 articles were sorted in descending order concerning the number of citations, and the citations' representativeness of each reference concerning the total number of citations was calculated in the Excel software. The representativeness limit was set at 89% of the total citations, corresponding to 92 articles with 61 or more citations. The 147 articles with less than 61 citations were separated. The abstracts of 92 articles were read to identify those aligned with the research topic using the same criteria to read the title. These totaled 64 articles written by 128 authors.

More recent articles tend to be less cited due to time; these articles were analyzed to avoid excluding articles with potential contributions to the research. Forty-one articles published in 2018, 2019, and 2020 were separated. It was verified whether any article published before 2018 was written by one of the 128 authors; 16 articles were separated. The abstracts of the 57 articles (41 + 16) were read, and 33 articles were identified with abstracts aligned with the theme.

The union of these 33 articles with the 64 initially separated totaled 97 articles. Of these, 95 were available in total. The articles were read in full to confirm alignment with the research theme, 54 articles met the criteria and should form the primary BP (BPp). Finally, the BPp Representativeness Test (RT) was carried out, which consists of analyzing the bibliographic references of the BPp articles, seeking to identify articles aligned with the topic and that are not covered yet in this one. The criteria used in reading the titles, abstracts, articles, and cutoff points for citations were the same as BPp. Thus, the BP of the theme ' PA from the Perspective of Organizational Justice' comprises 59 articles.

Figure 1 shows a summary of the steps for selecting BP using ProKnow-C.

Bibliometric Analysis is performed at the level of basic and advanced variables (Pedersini & Ensslin, 2020). As basic variables, fruitful authors and journals are analyzed in this research. The analysis of advanced variables, which consists of critical analysis and reflection on the content of articles, requires prior theoretical knowledge from the researcher (Ensslin, 2020). The empirical articles were analyzed from two theoretical perspectives: (i) consequences for people, for organizational capacity, and for the performance itself, according to Franco-Santos, Lucianetti and Bourne (2012); and (ii) evolution of the look and conduct of the PA process, according to Bititci, Garengo, Dörfler and Nudurupati (2012). Franco-Santos *et al*. (2012) propose a conceptual framework to understand the literature on the consequences of PASs on people's behavior, organizational capabilities, and performance. Bititci *et al*. (2012) propose two approaches to PA that exist in the literature: one focusing on organizational elements, which are more bureaucratic and rational, and another on cultural control, in which it is possible to obtain control through personal interaction and socialization.

Systemic Analysis is done by reflecting on the content of the articles. Thus, a worldview on the topic should be adopted to highlight the highlights and research gaps (Thiel, Ensslin, & Ensslin, 2017; Valmorbida & Ensslin, 2016). The BP is analyzed to investigate the presence of variables delimited by theoretical affiliation and to what extent they occur in the analyzed studies (Tasca *et al*., 2010).

The theoretical affiliation that will be adopted proposed by Ensslin *et al*. (2010, p.130) defines PA as:

> [...] process to build knowledge in the decision-maker, regarding the specific context that it is proposed to assess, from the decision maker's perception through activities that identify, organize, measure, ordinally and cardinally, integrate the aspects considered necessary and sufficient for its management, allowing you to visualize the impact of the consequences of actions and their management.

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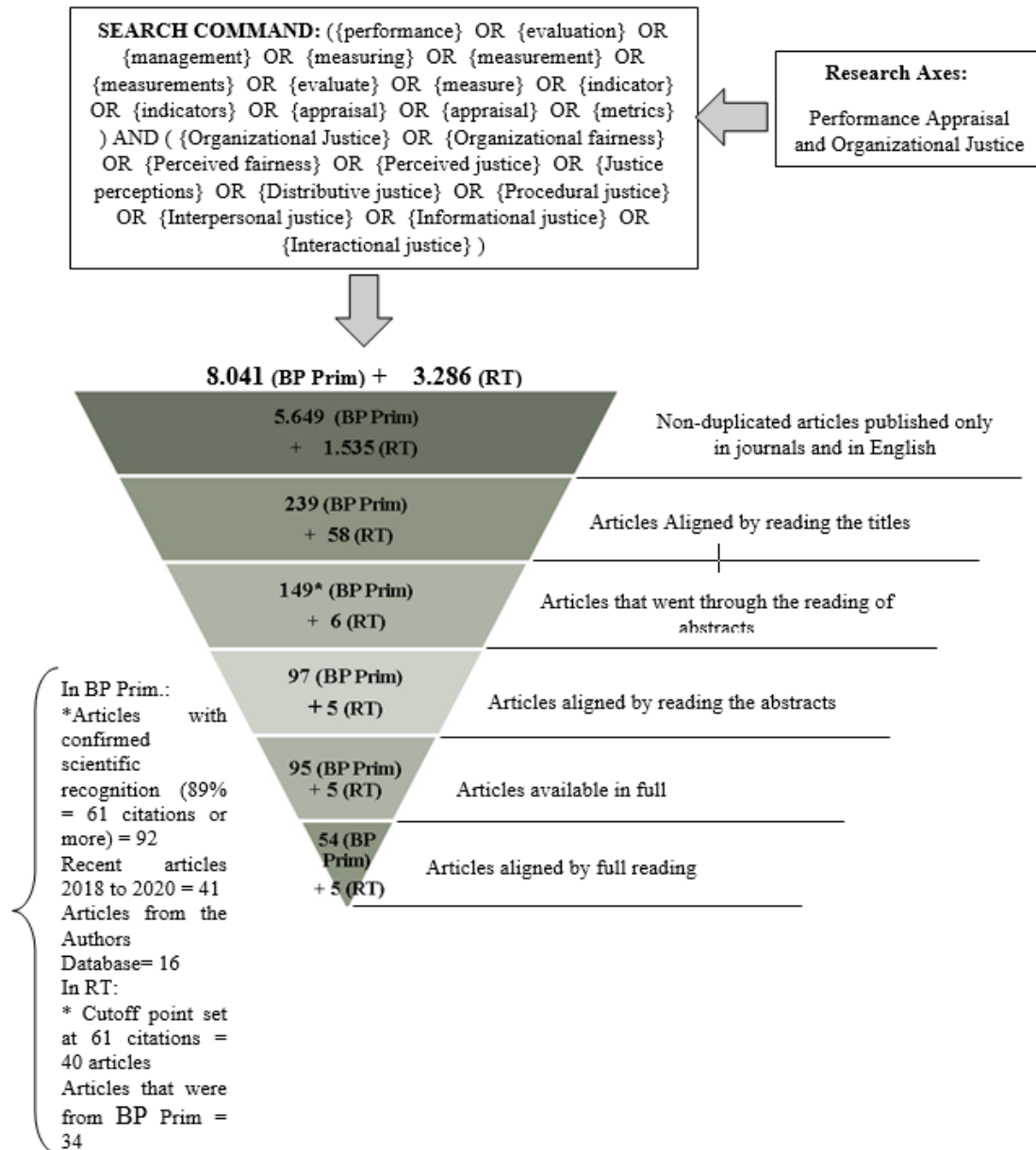
Figure 1. Summary of the BP Selection Process
Source: Adapted from Pedersini, D.R., & Ensslin, S.R. (2020). Have International Empirical Studies in the Public Sector made Full Use of Performance Assessment Systems? Electronic Strategy & Business Magazine, 13, 207-235. http://dx.doi.org/10.19177/reen.v12e02019207-232

The empirical articles were explored in the light of the lens of this definition, namely: Approach, Singularity, Objective Identification, Measurement, Integration, and Management. These articles do not propose the implementation or modification of a PAS. In general, they measure the perceptions of Organizational Justice individuals have of the PAS to which they are submitted. The lenses were applied to instruments for measuring perceptions of Organizational Justice and other characteristics in empirical studies.

In the Literature Map, the researcher seeks to identify dimensions capable of synthesizing literature graphically (Ensslin, 2020); this allows the identification of paths already taken by other researchers and research opportunities.

4 RESULTS

4.1 Bibliometric Analysis of Basic and Advanced Variables

The first basic variable analyzed is the prominent authors in the area. Through it, it is possible to search for other publications by the authors or get in touch to exchange experiences. The article with the most significant scientific recognition, cited 1,522 times, has Greenberg as its author, with three articles in this BP. He serves at the Department of Management and Human Resources, Ohio State University, United States, and has studied ethics and Organizational Justice, the taxonomy of justice, the field's evolution, PA justice, and responses to Organizational Justice. Greenberg was one of the first authors to integrate Organizational Justice into PA studies (El Haddad *et al.*, 2019). Greenberg (1986) sought to identify which factors make an appraisal fair, and this study provided empirical support for theoretical constructs about procedural justice.

Lau is the author with the most publications in this BP (five) articles. He works at the School of Accounting, Curtin University, Australia. His articles were published from 2008 to 2015, noting that the topic has recently gained prominence in Accounting. His research area covers Management Accounting, including PAS, econometrics and finance, and decision science; his studies cover subjects such as PAS, Organizational Justice, and budget. The author has publications in specific journals in Accounting, such as Accounting Organizations and Society, Behavioral Research in Accounting, Accounting & Business Research, and British Accounting Review.

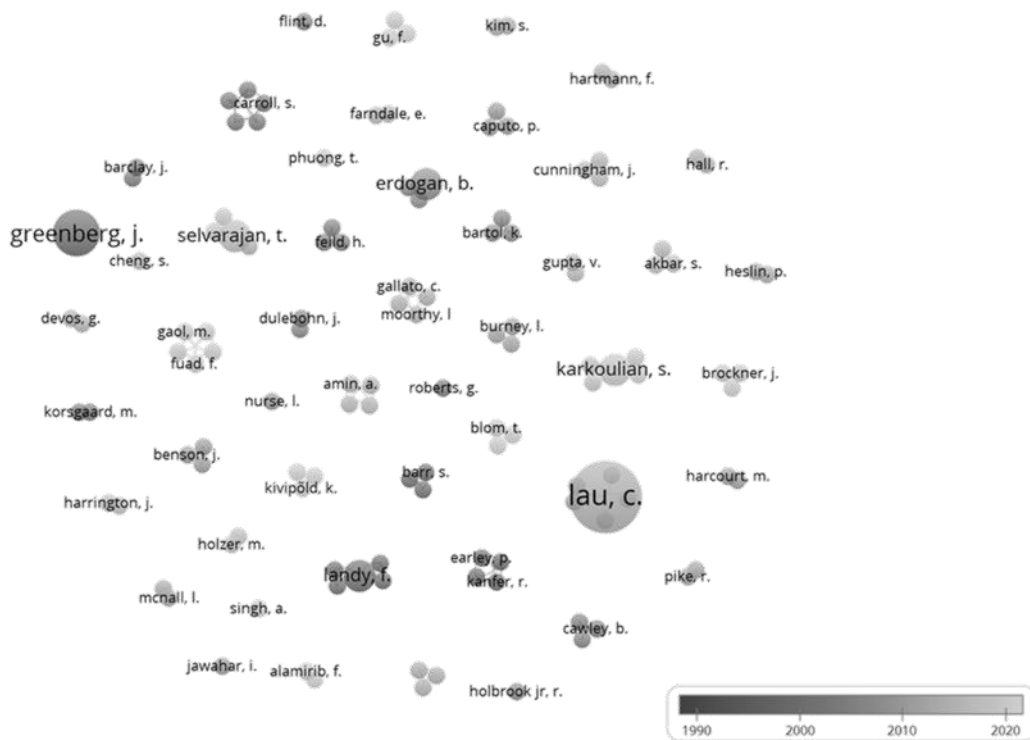In Figure 2, the authors of the BP articles are seen in the temporal analysis of the publications.

Figure 2. BP authors

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The second basic variable refers to the journals where the articles were published. This analysis allows us to know the research areas that investigate the topic and identify the journals that have published the most on the subject, helping researchers who wish to publish or search for new articles. Of the 59 articles in the BP, 23 are concentrated in eight journals. The Journal of Applied Psychology is the most relevant, publishing five articles. It is published by the American Psychological Association and disseminates studies that address psychological, motivational, cognitive, and behavioral phenomena in organizations. His publications include the oldest articles in BP (before 2000). The second journal with more publications is The International Journal of Human Resource Management, whose research addresses future trends in Human Resource Management, based on empirical research in strategic management, international business, organizational, personnel management, and industrial relations. Featured journals in BP are shown in Figure 3.
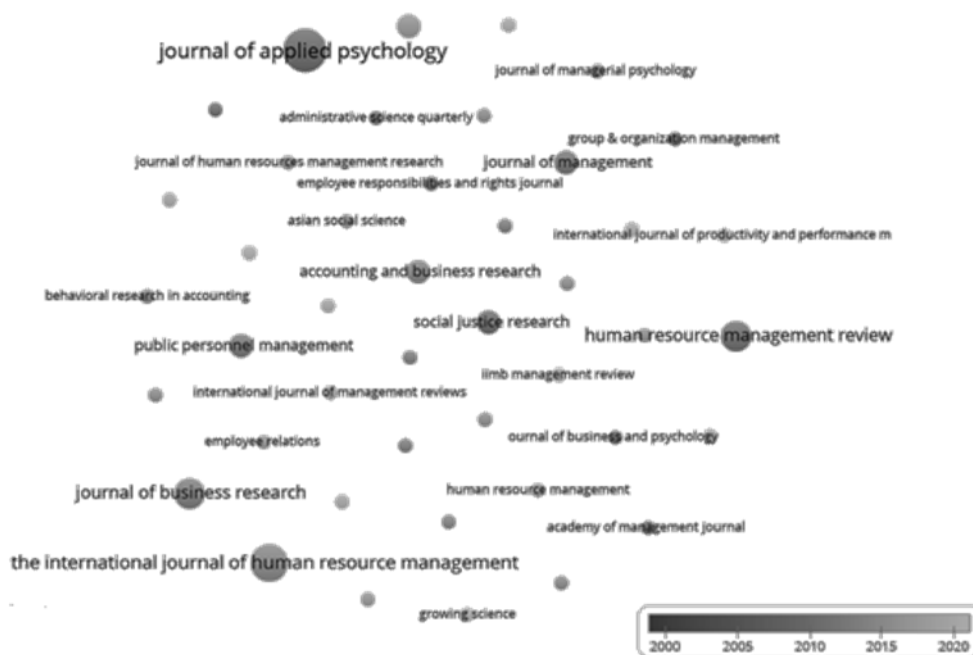
Figure 3. Publication periodicals

In BP, there is a predominance of periodicals in Applied Psychology, Social Sciences, and Human Resource Management. In the studies published in these journals, PA is approached from a social perspective; it is considered an essential Human Resources tool. Employee performance is considered fundamental to organizational success, but the focus is on the PA of individual employees. This tool can be used to verify employee effectiveness, salary adjustment, promotions, feedback, training, and other benefits (Erdogan, 2001; Roberts, 1994).

As of 2008, the first articles published in journals in Accounting appeared. In these studies, PA is an area of Management Accounting considered necessary for achieving organizational objectives and goals (Lau, 2008b). The studies address how the perception of fairness promotes positive attitudes and behavior of employees, leading to improved performance, job satisfaction, identification, and organizational commitment (Lau, 2008ab), and contributing to the achievement of short-term and long terms of the organization.

Research carried out in the accounting area addresses strategic and comprehensive performance measurement systems, including financial and non-financial measures (Burney *et al*., 2009; Lau, 2015), as tools to communicate the company's strategy to employees and a

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basis for financial incentives. In addition, they explore systems that use the budget as an instrument for measuring performance (Lau, 2012b) and a way to direct employees' attention to organizational goals. PA from the accounting perspective starts to have a more strategic focus, but it still investigates the performance at the individual level.

Regarding the advanced variable related to the consequences of PAS in organizations, the consequences for people were the most mentioned among those proposed by Franco-Santos *et al*. (2012). The consequences related to the perceptions of Subjectivity, Justice, and Trust predominate, and the perception of justice was present in all studies. These assess how several variables impact the perceptions of the PAS's procedural, distributive, interactional, interpersonal, and informational justice or the PA Section itself.

Only eight articles cited consequences for organizational capacity: three studies addressed PA as a tool for alignment, development, implementation, and review of strategic processes; two studies addressed communication; and three corporate control. Consequences for organizational capacity are usually related to a primary consequence related to people. The research addresses PA as a fundamental factor in the success of modern organizations and indicates that people are vital resources in the effectiveness of PAS.
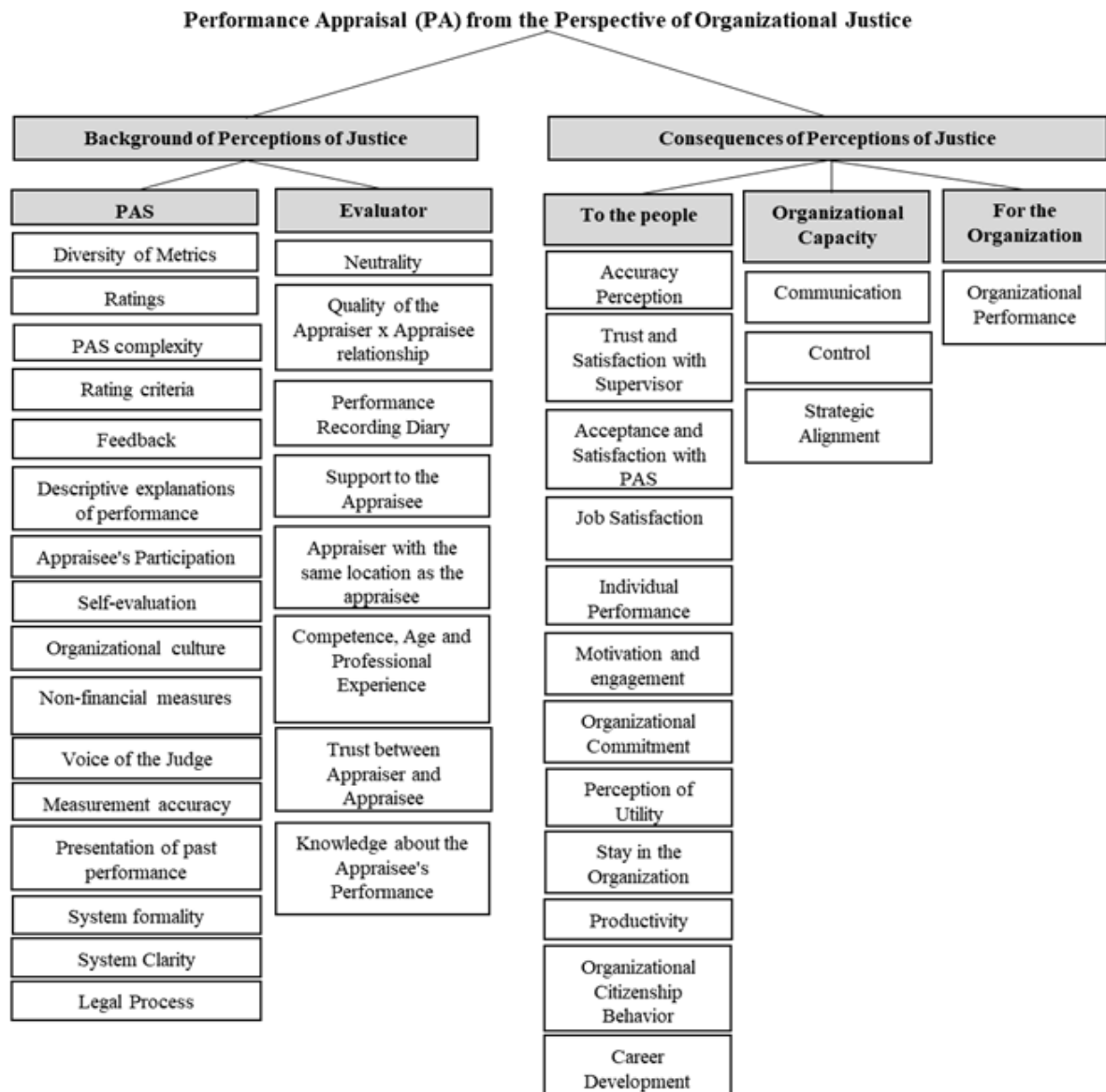
Performance consequences were addressed in 30% of the articles. Some studies present, as a consequence, the performance of the employee and the task, both of which are not present in the framework proposed by Franco-Santos *et al*. (2012). Of the articles in BP, 16 studies mentioned that the perception of justice in PA could contribute to team performance, and two indicated that it could improve managerial performance.

In the second advanced variable, it was found that the studies focus on culture and learning. Palaiologos *et al*. (2011) investigate that one of the purposes of PA is related to improving employees' skills and personal development. Bititci *et al*. (2012) argue that research needs to address performance through an integrated social system, based on the various dimensions that affect organizational performance, as PASs still adopt a more positivist view, focusing on financial indicators and measures that serve as an alert system. As for the epistemological view, the BP research addresses the PASs from an interpretive perspective, as they consider that the behavior of individuals, in the context of PA, is also shaped by their perceptions.

Most studies adopt a discrete approach to PA as a Human Resources tool that enables personnel decisions, raises, and promotions. Only 12% address PA as more integrated and comprehensive with financial and non-financial measures.

4.2 Literature Map

In the studies, relationships have been investigated in a variety of ways. In some studies, the analysis was carried out under the perception of a specific aspect of Organizational Justice, such as that of Erdogan *et al*. (2001), who investigated the procedural justice of PA, dividing it into the procedural justice of the system and the evaluator. Other studies used the three-justice factors, such as Selvarajan *et al*. (2018), who investigated the effect of the relationship quality between supervisor and subordinate on the perception of procedural, distributive, and interactional justice and how this perception influences the motivation to improve performance. Figure 4 shows the Literature Map that summarizes the paths taken by BP articles.

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Figure 4. Literature-Map

Most studies analyzed the antecedents and consequences of PA's procedural and distributive justice perceptions. Interactional justice appears more frequently in research from the 2000s onwards, such as those by Ergodan (2002), Holbrook (2002), and Jawahar (2007). Few studies have addressed Organizational Justice under the four factors: procedural, distributive, interpersonal, and informational justice; as Thurston and McNall (2010) investigated how the four factors are related to satisfaction, evaluation, PAS, and supervisor.

The background related to the evaluator was examined through research that included perceptions of interactional justice, as in Farndale and Kelliher (2013), who observed the effect of the employees' trust in their manager, in the context of PA, on organizational commitment.

As for the consequences, it was found that in some studies, more than one consequence is evaluated at the same time, such as the one by Selvarajan *et al.* (2012), who examined the relationship between PA characteristics and employees' perceived reactions, such as perception of accuracy, satisfaction with evaluation and motivation.

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4.3 Systemic Analysis

The measurement instruments of the empirical articles were analyzed through the theoretical affiliation of Ensslin *et al*. (2010, p.130), which proposes six lenses for systemic analysis: Approach, Singularity, Identification of Objectives, Measurement, Integration, and Management.

The Approach lens investigates the scientific approach adopted in the construction or selection of the instrument used in the research and whether it is adequate for the proposed objective (Thiel *et al*., 2017). As shown in Figure 5, most articles adopt a Descriptivist approach, in which the decision-maker is rational and seeks successful decisions in the past. The instruments adopted in these researches have already been used successfully in other contexts. Descriptivist studies are harmonic in generic environments; however, in BP, these instruments are used to assess a specific context, resulting in a lack of harmony between the instrument and the context in which it is applied.

The presence of instruments that consider a decision-maker with values and preferences in its construction is verified. Of the studies, 14% adopted the Prescriptive approach, and 6% a Constructivist approach. Prescriptive instruments focused on producing knowledge in researchers, but the tool was coherent with the organization's desire. In Constructivist research, the instrument is designed for a specific context with a focus on producing knowledge in the decision-maker. Prescriptivist and Constructivist studies are 100% in harmony with the context they apply.
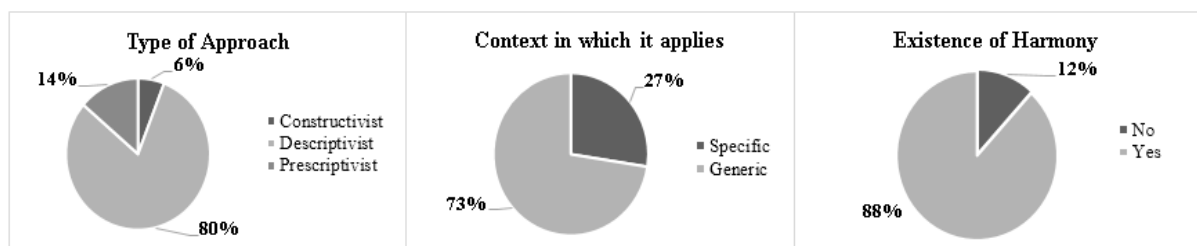

Figure 5. Lens 1 - Approach

Lens 2 investigates whether the studies consider the specifics of the environment and the decision-maker (Thiel *et al*., 2017), informs whether the problem was recognized as unique concerning decision-makers and the physical context in which it develops (Ensslin *et al*., 2015). As shown in Figure 6, only 8% of the BP use instruments built based on the decision-maker (organization). Most articles identify the existence of the decision-maker, organization, or evaluator, but their preferences are not considered in the construction of the measurement instrument. Only 20% of the articles recognize that the physical context of the problem is unique and build the instrument for this also unique organization. The others use instruments adapted to the organization focus of the study. Only 8% consider that the decision-maker and the organization are unique.
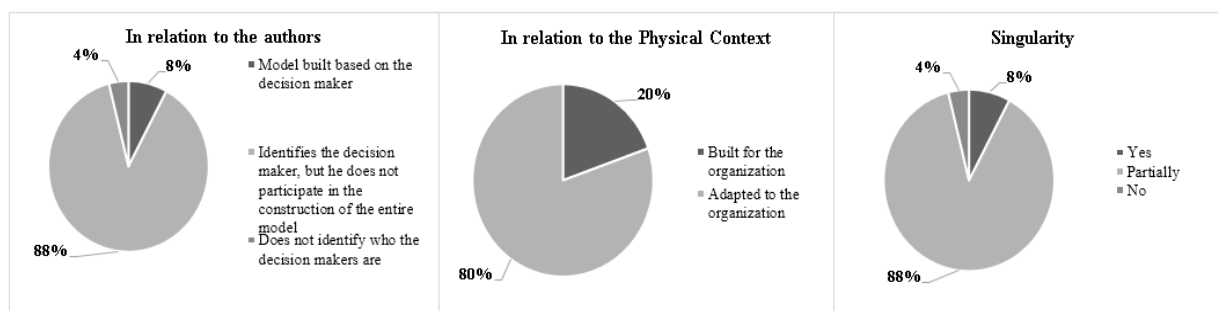

Figure 6. Lens 2 - Singularity

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Lens 3 analyzes whether the values and preferences of decision-makers are considered when building or choosing the instrument that measures the perception of Organizational Justice and whether it participates in identifying the objectives that make up the instrument (Thiel *et al.*, 2017). The results found are shown in Figure 7.
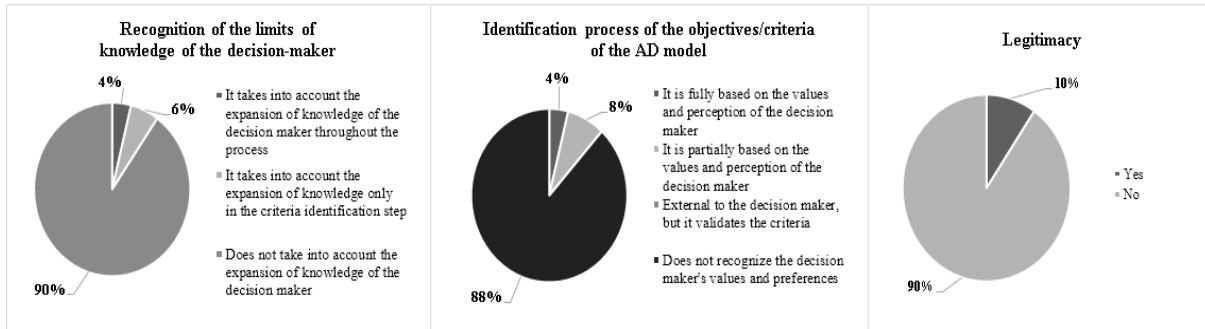

Figure 7. Lens 3 - Identification of objectives

Only 4% of the studies consider the preferences and values of decision-makers throughout the process of construction/adaptation of the instrument used to measure the perception of justice. As for identifying objectives, most studies do not recognize the values and preferences of the decision-maker, while 8% only consider the identification of objectives. It appears that 90% of the studies are not legitimate, as they do not consider or only partially consider the decision maker's knowledge when establishing the identity of the instrument's objectives.

Lens 4 analyzes whether the articles perform the measurement, what type of Scale they use, whether the operations performed are under the Measurement Theory. It was found that 52 articles performed the measurement activity. Of these, as shown in Figure 8, 77% adopt an ordinal scale, and 8% adopt an interval scale.
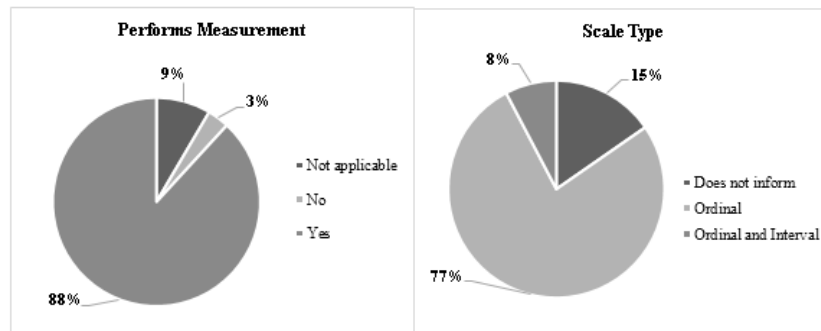

Figure 8. Lens 4 - Measurement

The articles use mathematical and statistical operations such as factor analysis, regression analysis, and structural equation modeling with data obtained from the application of questionnaires measured in the Likert Scale. The studies do not provide the information nor demonstrate how the transformation of the Scale is carried out so that they can adopt compatible statistical operations, making it impossible to analyze the compliance with the Measurement Theory. Some studies use the Likert Scale with the same number of points to measure different variables. Although the present study's authors interpreted that this methodological procedure indicated a perception of the same loss or gain between each item in the questionnaire, they chose not to infer an opinion regarding the correct use of the Theory. The use of the Likert Scale, with the same number of points and without the proper transformation or establishment of standards, can assume that employees are rational and have

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the same perception of loss or gain between one alternative and another, this may not be confirmed in practice, as most of BP's research is carried out in the areas of Psychology, Management, and Human Resources and each employee is unique and may have a different perception.

Lens 5 checks whether there is Scale integration and whether the tool demonstrates a holistic view of performance. The BP studies use ordinal scales without detailing whether a scale transformation is carried out for integration, so they are tools that do not allow for integrating indicators. Still, 8% of the studies perform the measurement and do not indicate the Scale used, and it is not possible to verify whether or not they perform the integration activity.

Lens 6 checks whether the articles are concerned with highlighting the diagnosis of the organization, monitoring, and improvement actions (Thiel *et al.*, 2017). The articles do not indicate how organizations can develop a process to improve the perceptions found by themselves.

5 CONTRIBUTIONS TO THE ADVANCEMENT OF THE AREA

The results found in the Analysis of Advanced Variables, Systemic Analysis, and Literature Map demonstrate the existence of gaps that require investigation and can guide advances in the field of PA from the perspective of Organizational Justice. Table 1 summarizes the gaps and challenges identified for researchers and organizational managers.

Table 1
Propositions for the advancement of the area

Origin of the Gap	Challenge for Researchers	Challenge for Managers
Basic Variables	-Strengthen publications on the subject in the accounting area to investigate the relationships with variables at the organizational level.	- Observe the studies developed in order to use PA for management.
Advanced Variables	- Develop studies that address consequences for organizational capacity and performance, in addition to consequences for people involving strategic focus, decision making, learning, and self-monitoring.	- Observe the studies carried out in implementing improvements in the PAS and include desirable aspects by employees. - Use the proposals of the studies when designing, implementing, using, and providing feedback to the PAS.
Systemic Analysis	-Develop personalized models adapted to decision-makers context, values , and preferences. - Ensure that the mathematical modeling of the PAS's perceptions of justice measurement model meets the Measurement Theory. - Develop models to integrate the perceptions of the four PAS factors of justice and measure the perceptions of justice of each organizational unit or team.	- Participate in developing models for measuring justice perceptions, integrating managerial and organizational preferences. - Determine the organization's desired standards concerning PAS's perceptions of fairness and develop strategies to increase them. - Make decisions according to the perceptions of justice that organizational units have of the PAS.
Literature-Map	- Investigate the effects of interpersonal and informational justice of PAS on behavior at the individual and organizational level. - Develop new studies investigating the effects of justice perceptions in PAS with financial and non-financial measures.	- Develop strategies that improve the quality of interaction between members of the organization. - Manage the PAS's perceptions of justice at the organizational level to favor the achievement of organizational goals. - Develop PAS that involves employees and adequately communicates organizational objectives.

More studies are needed in the accounting area that adopts a strategic approach, promoting positive employee behavior concerning organizational objectives and analyzing the consequences for organizational capacity and performance. Organizational performance is essential for the growth of companies and the entire economy. In addition, the strategic approach can assist in implementing fair PASs that promote employee well-being and their contribution to organizational goals.

Organizations and teams have particularities, and it is essential to consider them in the construction of measurement models so that PASs provide information tailored to the context and useful for management. In addition, it is essential to integrate perceptions of fairness at the team level. If the team does not perceive justice in PA, it may exhibit dysfunctional behaviors that harm the organization. In these models, one must seek to understand how each individual and team perceive the justice of the PAS and how to improve it to maximize the desired behaviors for the organization, considering that a positive perception can trigger factors such as satisfaction, organizational commitment, and more excellent performance managerial (Lau, 2015).

Finally, communication is one of the purposes of a PAS and can facilitate its acceptance by those involved. Most BP analyzes interactional justice without adopting the interpersonal and informational justice division. The sensitivity of communication can change the attitudes of those evaluated, and it is essential to understand whether individuals perceive that they are treated in a respectful and dignified manner. Individuals who receive low ratings may feel more welcome if treated with respect when reporting the result (Jawahar, 2007). In addition, how individuals receive relevant information about PA procedures increases the likelihood of involvement with work (Dusterhoff *et al*., 2014). Therefore, future studies must adopt this divided approach to develop strategies to improve the interaction of its members.

6 FINAL CONSIDERATIONS

The perception of Organizational Justice is foreseen as a relevant criterion to determine the effectiveness of the PAS. Thus, it is crucial to identify which research opportunities exist for PA from the perspective of Organizational Justice. The objective of this research was to explore the literature on PA from the perspective of Organizational Justice, collaborate with the construction of researchers' knowledge, and identify research gaps. The intervention instrument ProKnow-C was used to select a BP relevant to the topic and carry out the Bibliometric Analysis of basic and advanced variables, the Systemic Analysis, and the Literature Map.

In the Bibliometric Analysis, Lau is the author who has devoted efforts in this area, with five articles in BP. Member of the School of Accounting, Curtin University, Australia, has publications involving PASs, Organizational Justice, budget, among others. In the advanced variables, it was found that most studies address the consequences of the perception of justice of the PAS for people; and few studies mention the consequences for organizational capabilities or performance. The studies focus on culture and learning, adopt an interpretive approach, and, in most cases, discreetly.

It was verified in the Systemic Analysis that the models used to measure the perceptions of justice of the PASs mainly adopt a Descriptivist approach and do not consider the preferences and values of the decision-maker. The measurement tools were based on previous studies, disregarding differences between organizations or departments within the same organization. In addition, there was a lack of information for the analysis of mathematical modeling operationalized in the studies based on the scales used. The studies do not develop integrating indicators to achieve a status quo in the perception of justice.

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The Literature-Map was developed with the antecedents and consequences of PA justice perceptions. Antecedents related to PAS were identified, such as the frequency of appraisal and the formality of the system; and antecedents related to the appraiser, such as the quality of the exchange between appraiser and appraisee. As for the consequences, it was found that most studies addressed consequences for people, such as motivation, organizational commitment, and job satisfaction.

Several gaps were identified on the subject, such as the need for more studies in the accounting area, consequences for organizational capacity and performance, and consequences for people involving strategic focus, decision-making, learning, and self-monitoring. The need was identified to develop models tailored to decision-makers' context, values , and preferences, which integrate the perceptions of the four justice factors of the PAS in each unit or organization. Still, there are gaps for new studies involving interpersonal and informational justice and the perceptions of justice of PASs at an organizational level, not just individuals.

There is a need for future research to analyze the perceptions of justice in the PAS of teams and departments to which employees report, as the lack of perception of justice in these teams can lead them to harmful behaviors concerning other teams and to the organization itself. Surveys must adopt personalized models to obtain specific information considering the particularities of each organization and team within the same organization. This information can be used to increase the efficiency of the PAS applied to each context. It is also interesting that organizations define and assess at which level of fairness perception employees are most satisfied and demonstrate the most desirable behaviors concerning the organization. When setting this standard, organizations must understand what steps to take to improve this perception of fairness.

As for the limitations, the use of only two databases and articles in English is mentioned. The authors' choice of variables and interpretations may not reflect the analyzed articles' ideas. As suggestions for future research, it is recommended that other databases and in more than one language be included in the BP selection. Still, it is suggested that other variables should be analyzed.

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Avaliação de Desempenho sob a Perspectiva da Justiça Organizacional: Revisão e Agenda de Pesquisa

RESUMO

Objetivo: *Explorar a literatura acerca da Avaliação de Desempenho (AD) sob a perspectiva da Justiça Organizacional, de forma a colaborar com a construção de conhecimento e com a identificação das lacunas de pesquisa.*

Abordagem teórica: *Utilizou-se o instrumento Knowledge Development Process-Constructivist para selecionar e analisar, de forma sistematizada e reflexiva, o Portfólio Bibliográfico (PB) representativo do tema.*

Resultados: *Constatou-se a existência de: uma literatura focada nas consequências para as pessoas, envolvendo variáveis como satisfação e comprometimento; preponderância de estudos que abordam a AD em nível individual; e, carência de investigações sobre as percepções de justiça interpessoal e informacional. Os artigos analisaram, principalmente, os antecedentes e as consequências das percepções de justiça da AD. Dentre as lacunas citam-se a necessidade de desenvolver modelos personalizados ao contexto que integrem as percepções dos quatro fatores de justiça e de cada unidade ou organização; e o desenvolvimento de estudos que envolvam a justiça interpessoal e informacional e as percepções em nível organizacional.*

Originalidade/Relevância: *O estudo apresenta aspectos das percepções de justiça da AD como fator relevante que influencia comportamentos dos funcionários e aponta as lacunas de pesquisa para evolução do tema.*

Contribuições teóricas/metodológicas: *Esse estudo contribui cientificamente pois compila artigos reconhecidos e propõe uma agenda de pesquisa com tópicos para futuras investigações.*

Contribuições sociais/para a gestão: *Os achados contribuem com os gestores ao longo do ciclo de vida de um SAD, ao evidenciar como a percepção de justiça impacta os comportamentos dos funcionários no alcance dos objetivos organizacionais.*

Palavras-chave: *Avaliação de Desempenho; Justiça Organizacional; ProKnow-C.*

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