



## Investigating How the Perception of Appraisal Politics and Bias Influence Job Satisfaction and Organizational Citizenship Behavior, with Trust Playing a Moderating Role among Employees

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### Abstract

Performance appraisals are regular review of an employee's occupation performance and overall share to a company. Also known as an "annual review", "performance review or evaluation", or "employee estimation or employee appraisal". A performance appraisal evaluates an employee's skills, achievements and growth, or shortcoming thereof. Organizations use performance appraisals to give their employees feedback of their work and to amend wage increases and bonuses, as well as promotion or termination from the job proposition. They can be conducted at any given time but tend to be annual, semi-annual or quarterly. This study is related to effects of performance appraisal politics and biasness on job satisfaction and organizational citizenship behavior of employees with moderating role of trust in pharmaceutical sector of Pakistan in Rawalpindi and Islamabad Regions. For the purpose of finding the relationship and impact of variables, an adopted questionnaire was distributed among different employees of the pharmaceutical companies located in Rawalpindi and Islamabad. Out of 500 a total of 261 respondents returned the questionnaires with authentic data. The sample size was drawn from the population of pharmaceutical companies' employees using convenience sampling technique. Data was analyzed through SPSS 20.0 for this study and results were inferred using reliability test, regression analysis, Pearson correlation and one-way ANOVA tests. Results of the study show that there is a significant positive relationship between biasness in performance appraisal and perception of appraisal politics, which influence negatively job satisfaction and organization citizenship behavior variables, whereas, variable Trust plays a positive moderating role in the relationship between biasness in performance appraisal, perception of performance appraisal politics, and both job satisfaction and organizational citizenship behavior.

**Keywords:** Performance Appraisal, Biasness, Perception, Politics, Job Satisfaction, Organizational Citizenship Behavior, Trust

### 1. Introduction

Human Resource Management is a focal point of progressive techniques. This started from the assertion that the Human Resource of an organization and the organization itself are substitutes. A productive business relationship generally sees the typical delegates as the prime wellspring of yield towards achievements. Performance appraisal represents a central function of human resource management and has remained an important topic of investigation among organizational researchers (Dulebohn and Ferris, 1999). Thus, both practice and research have moved a long way from a constrained focus on psychometric and appraisal matters to developmental Performance Appraisal (Levy and Williams, 2004). One area that received considerable attention in this regard is the way organizations manage and especially evaluate performance through performance appraisals (Murphy & DeNisi, 2023).

The area of contemporary research study particularly focuses towards the pharmaceutical industry of Pakistan (Islamabad and Rawalpindi Regions). The pharmaceutical business in Pakistan has made in the midst of the latest couple of decades. This research study investigated the effects of the employee's perception of Performance appraisal politics and performance appraisal biasness on their Performance appraisal and how it impacts organizational citizenship behavior and job satisfaction within the context of Pharmaceutical industry of Pakistan (Islamabad and Rawalpindi Regions).

Previous research studies have exhibited that Performance Appraisals are deliberately changed by the appraisers having different points of view especially biasness and the political issues in performance, which impacted the job outcomes of the employees. Performance appraisal is a collective and vital device for assessing employee performance (Ghazi et al., 2023). It provides managers with numerous advantages when making decisions. The appraisers deliberately alter the assessment for their own specific points of interest (Longenecker et al., 1987). Whereas, interpersonal and procedural performance appraisals have substantial constructive effects on job satisfaction (Brefo-Manuh & Anlesinya, 2023), most calls to get rid of performance appraisal have focused on the accuracy and reliability of performance ratings (Murphy & DeNisi, 2023). This investigation assessed that how the performance appraisal proposition, create political issues and biasness in Pharmaceutical industry of Pakistan (Islamabad and Rawalpindi Regions). Further, how trust moderates the relationship among employment satisfaction and Organizational Citizenship Behavior of employees. The factors examined in past research were all psychological which can be translated diversely by various individuals. Supervisors confer botches while assessing employees and their performance. Biasness and judgment blunders of different sorts may ruin the performance appraisal procedure. Increasing and keeping up trust is basic to job satisfaction of workers and Organizational progress, as trust progresses purposeful performance which is particularly indispensable as job environments have changed immensely in the past couple of decades. Trust has not been used as moderating variable in earlier research it would also be interesting to identify other variables that might moderate (e.g. fairness perceptions) or moderate (e.g. trust in rater) the relationship between perceptions of performance appraisal politics and organizational outcome (Poon, 2004).

### 2. Literature Review

#### 2.1. Performance Appraisal

Performance appraisal makes the base of performance management systems. Performance appraisal serves as a strategic role in

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public sector human resource management, performing as a driver for better performance (Barbieri et al., 2023). Performance appraisal has for some time been perceived as a vital work force with the possibility to enhance employee inspiration and henceforth performance, and to furnish management with the control expected to accomplish hierarchical destinations (Swanepoel et al., 2000). Ultimately, most organizations conduct appraisals as a tool for managing performance, on the assumption improving individual performance will also improve firm performance (Murphy & DeNisi, 2023). All organizations directing towards success, trail the progress of their employee-performance for ensuring that the contribution of the workers add towards the achievement of organizational objectives (Dhanabhakym & KP, 2023). Hence, the organizations methodically analyze the performance of employees that enables the employers to keep the work-flow on the right track. Higher the efficiency of performance appraisal; better shall be the job outcomes. Performance appraisal is a formal and systematic process of identifying, observing, measuring, recording and developing the job-relevant strengths and weaknesses of employees. Chen and Kuo (2004) portray PA as a fundamental procedure for an association. PA is really a key device for associations to benefit as much as possible from their HR and the utilization of appraisal is far reaching crosswise over associations. Performance Appraisals frequently appear as a thorough study, generally conducted yearly, bolstered by institutionalized structures/printed material. The key goal of study is to furnish representatives with criticism on their performance given by the line supervisor. PAs are most regularly embraced to tell an employee how his/her performance contrasts and the manager's desires and to recognize zones that require preparing or improvement. Commitment is vital for employees for establishing and maintaining a long-lasting employer–employee relationship, thus, there is need for more research to investigate the antecedents (Pepple & Ambilichu, 2023). A positive relationship exists between performance appraisal and employee commitment, explained through the mediation of job satisfaction. PA has consistently advanced toward getting to be bit of an additional imperative way to deal with joining human resource activities and business systems and may now be seen as a comprehensive term wrapping a contrasting characteristics of activities through which firms look after, to evaluate specialists and upgrade their ability, increase performance and allocate rewards (Fletcher, 2001). At a fundamental level, without sufficient correspondence between the representative and the chief, undesirable job habits might be framed or good job habits might be adjusted. Absence of such correspondence might be seen by the representative as endorsement of their current job habits and performance. Research has distinguished five criteria of compelling PAs: (1) legitimacy; (2) dependability; (3) discriminability; (4) opportunity from inclination; and (5) significance. (Walsh and Fisher, 2005)

The application of a performance appraisal system is extensive, and it is a substantial tool through which organizations exploit the potential of their human resources. The execution of a positive performance appraisal raises not only the employee's sense of achievement but also their self-worth and nurtures trust (Hamidi, 2023). Appraisals also assist employee retention by highlighting organizational dedication for addressing their requirements and supporting their development. Building up as research study framework that precisely reflects representative performance is a task which includes responsibility, vision and delicacy. Notwithstanding dispensing rewards, associations utilize appraisal to give formative guidance to employees, and also acquire their points of view and equity recognitions about their employments, offices, supervisors and associations (Erdogan, 2002). In a perfect world, study exchanges furnish employees with helpful input they can instantly apply to enhance their performance. This criticism incorporates recommendations for change and in addition consolation to proceed with positive practices.

A successful performance management ought to have the following traits:

- The capacity to audit the business cycle of each person.
- Balance between the representative aptitudes and capacities and association's needs and destinations.
- Should give devices to employees and directors, the apparatuses to concentrate on the long haul and here and now objectives of the association.
- Reduces the distinction between the pre-settled measures and real performance.
- Motivates the representatives to job (Jindal et. al., December, 2015).

Afterwards, performance management has developed much further, with many organizations pulling down the conventional chain of command for more equivalent workplaces. This has prompted an expansion in performance management frameworks that look for various criticism sources while surveying an employee's performance – this is known as 360-degree input. Ordinarily, PA is led by coordinate managers since they are in the best position to screen and evaluate their subordinates (Kondrasuk, 2012).

## **2.2. Perception of Appraisal Politics**

Political intentions in PA conduct not formally authorized by the association that is deliberately intended to expand personal intrigue (Ferris et al., 1989). Since political issues are intrinsic in the extremely relevant texture of associations (Ferris et al., 1996), many would disagree that political practices have a critical effect on PA procedures and results (Murphy and Cleveland, 1991). Political behaviors are more likely to occur in work environments characterized by high ambiguity, and the ambiguous nature of many performance appraisal situations provides fertile ground for the emergence of politics. Appraisal is regularly judged subjectively on the grounds that appraisal in many occupations is not manageable to target evaluation (Ferris and Judge, 1991). Such subjectivity empowers a rater's close to home motivation to drive the evaluation rating process. Managers' political motives in performance appraisal systems are important predictors of employees' distributive justice. Managers' political motives in performance appraisal systems are not substantial forecasters of employees' turnover-intention in any organization (Ismail et al., 2023).

Performance appraisal politics is suggestively correlated with job satisfaction (Thomas & Maheswari, 2023). Raters, for instance, might be inspired to control appraisal as a way to fulfill individual objectives and to oblige logical requests (Fried and Tiegs, 1995; Shair et al., 2023). Given the inescapable idea of political issues in PA forms, it is imperative to look at its effect on representatives' states of mind and practices. Since individuals' state of mind and practices are controlled by their impression of reality and not reality as such (Lewin, 1936), this study concentrated on the impacts of view of PA political issues. Moreover, on the grounds that representatives tend to see working environment political issues as undesirable, they may pull back from their association as a

method for keeping away from political practices. There can be two kinds of performance appraisals i.e. subjective, the one in which the supervisors need to examine insights about the appraisal of employees and target which stresses on employee appraisal study in the term of amount (Brown et al., 2010). When it comes to subjective PA procedure there is more space for the supervisor to contort appraisal while, there are fewer odds of mutilation in appraisals (Brown et al., 2010).

### **2.3. Perception of Appraisal Politics and Job Satisfaction**

The perceived fairness of performance evaluations has meaningfully positive relationships with job satisfaction (Bae, 2023). As to investigate the occupation fulfillment can be characterized, the impression of the representative about every one of the parts of his/her employment and association, for example, fulfillment with approaches, supervision, vocation, pay and undertakings to perform. Moreover, the recognition about the occupation is shaped because of a few elements which are identified with employees on work encounters and identity qualities. In spite of the fact that there is no immediate proof that view of Performance Appraisal political issues influence work demeanors adversely, various investigations have discovered impression of hierarchical political issues to anticipate work fulfillment (Cropanzano et al., 1997). Occupation fulfillment reflects somewhat employees' responses toward their chance for inside hierarchical headway (Schneider et al., 1992).

In this manner, when representatives see their appraisals, and henceforth get pay increment and advancement, to be dictated by political contemplations instead of appraisal factors, they are probably going to encounter lessened occupation fulfillment. Moreover, in light of the fact that representatives tend to see working environment political issues as undesirable, they may pull back from their association in order to evade political practices. Occupation fulfillment reflects incompletely employees' responses toward their chance for inside hierarchical progression (Schneider et al., 1992).

### **2.4. Perception of Appraisal Politics and Organizational Citizenship Behavior (OCB) of Employees**

Due process features that there ought not to be contortions, individual inclinations and unjustifiable judgments identified with PAs and appraisers ought to likewise concentrate in the process of enabling employees mindful about appraisal models to be looked after routinely (Poon, 2004). So if there is an impact of political issues during the course PA it likewise subverts the due procedure of employees. Through gaining knowledge of organizational citizenship behavior and its effect upon performance, the organizational improvement and effectiveness can be attained (O. Haass et al., 2023). At the point when subordinates realize any infringement of their rights (i.e. due process) it influences their perception about their employment and then they respond in various behaviors (Vigoda, 2000). OCB alludes to representative conduct that goes past formal occupation prerequisites and employees can choose whether they need to perform OCB and to what degree. Representatives can exhibit their citizenship conduct in five ways: (1) benevolence, which alludes to conduct coordinated towards a particular individual with an authoritatively important issue, (2) uprightness, which alludes to conduct that goes past the base required desire, (3) sportsmanship, which alludes to conduct, for example, enduring badly arranged circumstances without dissensions, (4) cordiality, which alludes to conduct that avoids issues ahead of time, and (5) municipal goodness, which alludes to conduct including investment in general hierarchical issues (Organ 1988). Past investigations have discovered wanted results from OCB, prompting proceeds with enthusiasm for the OCB idea. While past investigations have detailed a connection between representative engagement and OCB (Christian, Garza, and Slaughter, 2011), little is known about this potential relationship in different societies. Likewise, given the quickly changing work relationship and work environment administration rehearses in numerous worldwide business settings, it is imperative to additionally affirm the linkages between political issues in appraisal and OCB.

### **2.5. Biasness in Performance Appraisal**

Bias in performance appraisals damages efficiency through number of dimensions. Subordinates who feel differentiated might quit; resulting in high-turnover and loss of organizational-specific human capital. Supervisors' biases might upsurge an employee's cost of effort (Eren, 2023).

Some contend that to the degree associations can guarantee these issues are decently and ably tended to in their frameworks, PAs will be more viable at accomplishing their proposed utilizes (Kane and Lawler, 1979). Others contend that adequacy is not decided exclusively by the target qualities of the study procedure yet is at least an issue of how to fulfill the employee with the result, including its related prizes, and subsequently, how propelled he or she feels to enhance appraisal (Longenecker, 1997). Supervisors submit botches while assessing representatives and their appraisal. Employees detest PA since managers don't generally rate them on target criteria. Inclinations and judgment blunders of different sorts may ruin the PA procedure. The reasonable evaluation of representatives is urgent to the prosperity of the association, the manager and the employee.

PA is by nature a subjective occasion. Unless the PA is absolutely depending on a criterion, for example, deals, it requires at least one individual to watch and assess another and touch base at an agreement. Raters, deliberately or unexpectedly, commit errors or display predispositions. These predispositions stream down into the evaluation framework and can influence different choices that depend on studies, for example, pay and advancement. Consequently, monitoring these propensities is the initial step to dealing with their impact over the study framework. Evidence of potential bias in performance appraisals comes from a variety of sources. Bretz and Milkovich (1992) found, that supervisors often provide performance ratings higher than those warranted by employee performance. They ascribe the distinction to individual relations and the genuine and mystic expenses of conveying poor study to representatives.

Practically speaking, there are numerous conceivable blunders or predispositions in the PA procedure. The raters cause the vast majority of these mistakes. (Gurbuz and Dikmenli, 2007), these blunders influence the objectivity of the evaluation in particular. The most well-known blunders in study are stated below:

1. The Halo Effect and Horn Effect.
2. Leniency Error. (Loose rater).
3. The Error of Strictness. (Tight rater).
4. The Central Tendency Error.

5. The Recency Effect.
6. The Contrast Error.
7. The Similarity (similar-to-me) Effect. (Gürbüz and Dikmenli, 2007)

#### **2.5.1. The Halo Effect and Horn Effect**

A bias is a prejudice that disapprovingly supports or opposes one thing, person, or an organization over another. Individuals, groups, and institutions all have biases that can have bad or good results, and most of the emphasis surrounding the 'Halo and the Horn' effect (Noor et al., 2023).

The term halo effect is explained as "the influence of a rater's general impression on ratings of specific rate qualities" (Solomonson and Lance, 1997). To be more precise, evaluator gives employees positive feedback despite their poor performances which are not up to the standards set by organization. Contrary to halo effect, in Horn effect results are altered negatively despite of sub-ordinate's good performance. It is the opposite of halo effect. It means that even the performance of an employee is worthy, the supervisor might make poor evaluation report. Specifically, it can be defined as; in the due process performance appraisals, some evaluators might tend to mark all the behaviours and actions to rate negatively and evaluate their appraisal report negatively on the basis of some personal grudge or reasons, for instance they might not like the particular behavior or action of the assessor. Some solutions have been offered for the reduction of impacts of the halo and horn effects in the process of performance appraisals (Uyargil, 1994).

#### **2.5.2. Leniency Error**

After halo and horn effects, leniency error is the second most frequently witnessed appraisal error in PA process. While working together in an organization, a social bond is also made between the employees that results in leniency errors sometimes as some supervisors are anxious about good working relationships with their subordinates and other coworkers and tend to evaluate the rates positively high for the sake of keeping good working environment and relationships with them, which results in incorrect performance appraisal report of any particular employee and does not depicts the true picture of their performance, skill and abilities.

#### **2.5.3. The Error of Strictness**

The third blunder is opposite of the of leniency error as in this type of blunder the evaluator gives troublesome or negative study paying little heed to real appraisal level of the assessee. At the end of the day, some raters called "tight raters" have high study guidelines.

#### **2.5.4. The Central Tendency Error**

As opposed to giving extraordinary poor or decent appraisal, there is an inclination on the part of some raters to assess all raters as normal score regardless of the possibility that appraisal really changes. There are some evaluators who at the end of the day, evaluate the performance of employees in the middle of the scale rather than too high or too low.

#### **2.5.5. The Recency Effect**

This kind of evaluation is for the most part directed here and there during a business year. The time given, then may give opportunity to the supervisor to recollect altogether appraisal applicable data of the representatives. When the time of study approaches, evaluator of the employee's performance tries to discover data that depicts estimation of appraisal. Lamentably, late occasions or practices are more observable. Accordingly, late occasions are weighted more vigorously than ought to be. In this way, some raters just observe the assessee most recent conduct paying little mind to employee's real appraisal. Be that as it may, PA should extend all study period (Uyargil, 1994).

#### **2.5.6. The Contrast Error**

It has been clarified earlier that the performance appraisal rating ought to be prepared on the premise of norms which had been set up prior the appraisal procedure. In this type of mistake raters incline to evaluate individuals with respect to some other individuals opposed to appraisal models.

#### **2.5.7. The Similarity Effect**

In this kind of error, few appraisers ignore the real appraisal of the employee; then again, these sorts of evaluators have the inclinations to give better evaluating to those employees who resembles the rater in conduct, identity or else foundation (Pulakos and Wexley, 1983). There is no real way to dispose of these mistakes totally. Keeping in mind the end goal to limit these mistakes, late studies recommended that raters must know about the framework extremely well and associations ought to give rater preparing reasonable time (Roch and O'Sullivan, 2003).

### **2.6. Biasness in Performance Appraisal and Job Satisfaction**

All together for an appraisal framework for the sake of being reasonable, then it should not be biased and should be predisposition free. It has been realized that evaluation blunders (e.g.: the corona impact, tolerance impact) can hurt impression of pay framework reasonableness by befuddling the connection between genuine appraisal contrasts (Miceli, Jung, Near and Greenberger, 1991) Employee demeanors are significant for an association, since they as a rule prompt wanted practices. Moorhead and Griffin (1992) examine two essential employment related demeanors: work fulfillment and occupation disappointment. It is "a person's state of mind toward his or her occupation. At the point when this state of mind is certain, employees are said to be fulfilled. Disappointment exists when the demeanor is negative.

#### **2.6.1. Biasness in PA and Organizational Citizenship Behavior of Employees**

OCB has been perceived as fundamental to viable hierarchical working (Organ, 1990). As of late, scholars have recommended that employee full of feeling state may impact the degree to which representatives show OCB (Organ, 1994). For instance, George (1992) revealed that constructive temperament states prompt expanded levels of genius social conduct at work, and related research by Isen (1987) has given supporting proof that individuals initiated to encounter positive influence frequently show helping propensities and associated selfless practices. In Pakistan, there are some looks into concerning the PA. Notwithstanding, almost no exploration has been led about effect of PA predispositions on authoritative citizenship conduct of employees.

### 2.6.2. Job Satisfaction

The effect of job satisfaction shows a positive and significant effect on employee performance (Hartika, Fitridiani & Asbari, 2023). Besides, objective setting hypothesis infers that the level of objective accomplishment is firmly identified with representative fulfillment. Much of the time, associations connect objective accomplishment to compensation frameworks, for example, appraisal related pay. Past studies have demonstrated that appraisal related pay is related with more elevated amounts of in general (work) fulfillment (Green and Heywood, 2008). The variables that are viewed as critical by the associations through representative's perspective are work fulfillment, work related anxiety, part clearness and part clashes as they are profoundly identified with employee's appraisal and at last to the association's general appraisal (Kelly et al., 1981). Occupation fulfillment characterized by numerous analysts is identified with the representative's general appraisal and the enthusiasm of employees at work (Green, 2004). The greater part of the examination demonstrated occupation fulfillment is highly concerned and identified with the inspiration (Tziner et al., 2008).

To conform to work fulfillment, the strategies for inspirations are classified in five principle parts i.e. satisfaction of necessities, disparities, esteem achievement, value and dispositional/hereditary segments demonstrate (Kinicki and Kreitner, 2007). As to look into the occupation fulfillment can be characterized as the view of the representative about every one of the parts of his/her employment and association, for example, fulfillment with approaches, supervision, vocation, remuneration and assignments to perform. Moreover, the observation about the occupation is shaped because of a few elements which are identified with representatives on work encounters and identity attributes. Hamermesh (2001) explains that in the way that occupation fulfillment is fundamentally the impression of an individual worker that is the consequence of the considerable number of parts of his/her employment. Besides, he talked about that it additionally relies upon comparative openings for work the worker fundamental needs other than the association as when they study between their occupation and other comparative employments decides the fulfillment side by side. Employment satisfaction or fulfillment viably mirrors the point to which an individual likes his or her occupation. A gathering of positive and negative emotions that an individual hold towards his or her occupation is job satisfaction. Job satisfaction is related to the employment, effective participation, and in perspective of appraisal imperative to self-esteem.

"An effective approach in considering work fulfillment is to benefit as much as possible from both an immediate guess of general fulfillment as a wide file, and scales generation with specific framework as factors for assessing the progression of employment states of mind and their suggestions for conduct" (Hinrichs, 1968). Study demonstrates that individuals' happiness is influenced by their feeling of control over their lives. Having the capacity to a job in a way, or to control the condition, gives a major lift in satisfaction. In the event that an employee is not happy with the employment there are odds of non-participation, low profit, bring down productivity, conferring of slip-ups, occupying vitality for various sorts of contentions keeping this thing, all associations are attempting to distinguish the regions where fulfillment to be enhanced to escape the above perils. It is fought that various ways to deal with OC have overlooked the comprehensive originations of the association. The expansion of different factors, for example, part states (uncertainty, strife and over-burden), and the individual nature of the individual may show duties in a way that might be all the more intently related to the person's genuine experiences in associations. Newstorm (2007) characterized work fulfillment as an arrangement of ideal or ominous sentiments and feelings with which representatives see their work. Feeling of accomplishment of employees fluctuates from representative to representative. For guaranteeing the long term satisfaction about job work fulfillment, vigilant arrangement and exertion of work exercise is required by both administrators and by the employees of organization. In view of the comparative refinement of extrinsic compensation in the remuneration structure, it is imperative that pay rates be settled to work duties and that boost in reward to settle to appraisal as opposed to status. Steven Pool (2007) gave a more comprehensive definition that occupation fulfillment is not a unitary idea; an employee can be happy with one part of his employment and in the meantime baffled with another angle. Occupation fulfillment really mirrors the level to which one makes the most of his employment. It is a standout amongst the most essential mental components that impact an employee's appraisal and in addition increment his hierarchical commitment. On the off chance that associations can recognize which factors control work fulfillment, they may feature representative's mental state and give positive results to their association. For instance, Zeffane and Al-Zarooni (2008) build up in their investigation that "there are recognizable contrasts between on parts of employment fulfillment and appraisal amongst guys and females on account of the distinctive sexual orientation factors".

Different components are being perceived that specifically impact work fulfillment of representatives like administration role, job motivation, pay (extrinsic), different advantages (characteristic), authoritative lifestyle, and employee learning mindfulness (Brewer et al., 2008). Observations uncovered that "an employee's assessment about authoritative trustworthiness, on work preparing accessibility, and level of cooperation has noteworthy effect on fulfillment" (Jamshed and Naimatullah, 2010). Features of occupation fulfillment may comprise of any parts of the occupation e.g., pay, co-representatives, manager, hierarchical components and condition (Coomber and Barriball, 2007). Different hypotheses are produced to characterize employee work fulfillment. Herzberg's (1968) inspiration cleanliness hypothesis expresses that components engaged with making work fulfillment (Motivators: Achievement, affirmation, Work, Responsibility and improvement) are discrete and divergent from the variables that manual for work disappointment (Hygiene factors: hierarchical arrangements, administration, Salary, Interpersonal Relations and Working condition). "Representative cooperation and feedback influences them to feel that they assume a noteworthy part in the association and thus are inspired to additionally contribute in enhancing the framework" (Teh et al., 2009). Bhatti and Qureshi (2007) proposed that occupation fulfillment of a representative may increment on the off chance that he'll take an interest in association occasions.

### 2.6.3. Organizational Citizenship Behavior

In Industrial and organizational psychology, Organizational Citizenship Behavior (OCB) is a concept that describes a person's voluntary commitment within an organization or company that is not part of an employee's authoritative jobs and duties (Organ et al., 2006). Since late 1970s OCB has been under observation. The urge for OCB practices has been increased in the present era and organizations tend to pay more attention to it than previously. In the era of current decades, passion for these practices has stretched

generously. Authoritative ways have been connected to overall hierarchical competence; in this manner these sorts of employee performance have serious consequences in the working environment. Authoritative citizenship conduct (OCB) specialists (Pearce and Gregersen, 1991) have for quite a long time perceived that errand association may influence employee OCB. In his seminal job Organ (1988) contended that assignment relationship should direct the effect OCB has on unit-level appraisal. Regardless of this early and predictable acknowledgment, none of the job examining the connection amongst OCB and employee appraisal study has represented the impact of undertaking relationship. Authoritative conduct is connected to general hierarchical appropriateness; so, in this way these kinds of employee practices have critical consequences in the operational atmosphere. In many ways general consistency can serve to be profitable for organization. Low rates of non-appearance and govern following help to keep the association running effectively. Any responsible employee who performs his/her job duties honestly would not utilize his/her job time in resolving or pondering about personal issues as the progress of any organization depends on outcomes given by employees. So, when issues like these are resolved within any organization it consequently leads towards the progress of any organization and hence the workforce then becomes more gainful which is the result of an organization citizenship behavior of the workforce.

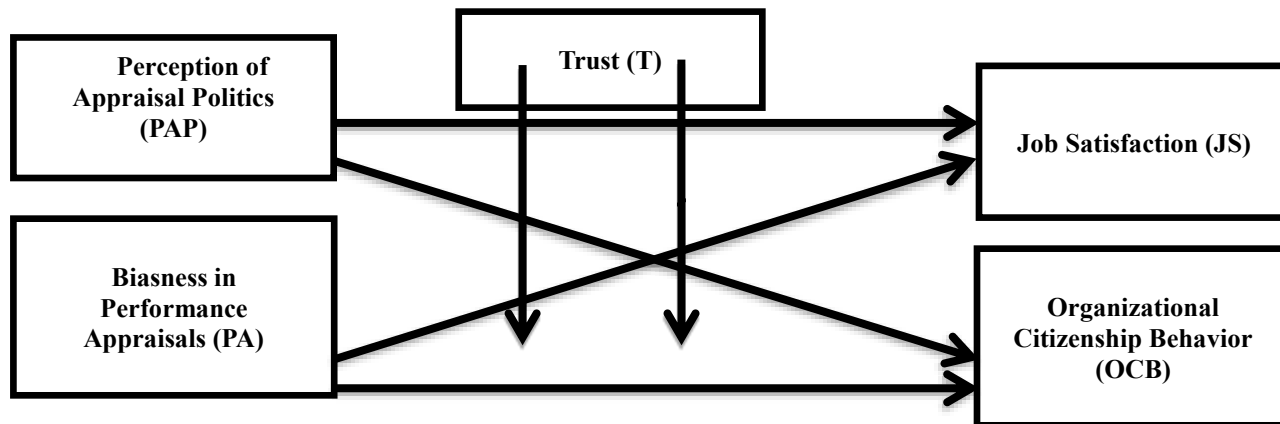
**2.6.4. Trust**

Trust is defined by Mayer, Davis, and Schoorman (1995) as ‘the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trust or, irrespective of the ability to monitor or control that other party’. In this specific situation, trust is the key variable foreseeing singular conduct in an association. In writing, there are two types of trust, as hierarchical trust and individual trust, which are particular from each other. Demeanors of hierarchical trust with representatives' desires are essential to tend to them and be receptive to their requirements, now and later on (Olson et al., 2006) and to enhance nature of work-life for both the individual and association. Trust is additionally a procedure based result that creates after some time (Lee and Choi, 2011). Past research has contended that trust can be produced through nature (Gefen, 2000), individual affinity, and auxiliary confirmation (McKnight et al., 1998). Exact practices, for example, social cooperation, contracts, and assurances are useful to diminish vulnerability and guarantee expected results. Trust factor likewise has a significant part in procedure of PA in associations. It is an element of encounters and collaborations and is a critical segment of relational connections, which is a corresponding procedure among managers, office pioneers and employees in associations. Employee confide in an association may assume a key part in results, for example, work fulfillment, OC, bring down turnover goal and so forth, and in the end higher hierarchical appraisal. One case of the methodologies that have created is the sociological approach (Lewis and Weigert, 1985), in which trust is seen as a normal for the social texture that encourages collaborations among parties. This approach might be useful in seeing how a more across the board level of trust among different people in a social framework can enhance the framework's capacity to work. Representative evaluation meets the jobs best when there is in any event some level of trust - where the employee trusts the director is there to enable them to perform preferred rather over club them, or discover blame.

Late advancements practically speaking fortify the significance of understanding trust. The hugeness of trust turns out to be particularly evident when there is a solid decrease in trust. Trust advances participation, particularly in substantial associations (La Porta et al., 1997) and builds the levels of relational aiding and coordination upgrading conduct (McAllister, 1995). For authoritative individuals, trust connections improve the quality of job life, giving required help, delight, which means and reason (Baumeister and Leary, 1995). Trust is believed to be especially vital in the present associations since when trust is generally high; representatives are more dedicated to specialists and the foundations that the experts speak to (Brockner et al., 1997). Trust is likewise thought to be a vital factor in hierarchical accomplishment to the degree that the absence of trust expands the requirement for free investigation and reviews (Handy, 1995). With more elevated amounts of trust, the requirement for checking controls and hierarchical contracts are decreased (Bradach and Eccles, 19899). Notwithstanding being the focal essential of participation (Deutsch, 1962), authoritative confide in seems, by all accounts, to be decidedly identified with hierarchical duty and individual appraisal (Golembiewski and McConkie, 1975). (Schoorman et al., 1996) with the significance of put stock in perceived, various variables have been revealed that are forerunner to the development of trust inside an association.

**3. Theoretical Framework**

**Figure 1**



### 3.1. Hypotheses

1. H1A: There is a negative relationship between Perceived PA politics and Job Satisfaction (JS).
2. H2A: There is a significant negative relationship between Biasness in PA and Job Satisfaction (JS).
3. “H1B: There is a significant negative relationship between Perceived PA politics and Organizational Citizenship Behavior (OCB)”.
4. H2B: There is a significant negative relationship between Biasness in PA (BIPA) and Organizational Citizenship Behavior (OCB).
5. H3A: Trust moderates the relationship between perception of appraisal politics and job satisfaction of employees.
6. H4A: Trust moderates the relationship between biasness in PA politics and job satisfaction of employees.
7. H3B: Trust moderates the relationship between perception of appraisal politics and Organizational Citizenship Behavior.
8. H4B: Trust moderates the relationship between biasness in PA politics and Organizational Citizenship Behavior.

### 4. Methodology

The objective of the prevailing research study is to find the impact of Perception of appraisal politics (PAP) and Biasness in Performance Appraisals (PA) on Job satisfaction (JS) and Organizational Citizenship Behavior (OCB), also to see moderating effect of trust impact over the above two mentioned relations in an organization. It has been stated by many researchers that Perception of performance appraisal politics (PAP) and Biasness in Performance Appraisals (PA) significantly affects the Job satisfaction (JS) and Organizational Citizenship Behavior (OCB).

The sample study included employees of the Pharmaceutical companies within Rawalpindi and Islamabad territory. The participants or members of the survey were generally professionals and also different employees who were part of the management unit in the respective firm. Acceptable sample size with the preferred level of exactness and confidence is imperative to achieve the objectives of the contemporary research study. Hair et al. (1998) detailed a rule of thumb i.e., for sample i.e., for multiple regressions are five observations per variable. The contemporary research paradigm, have two independent variables, two dependent variables, and having one moderating variable. Based on the sample size criteria for individual researchers, given by Roscoe (1975) as cited by Sekaran (2003), the rule of thumb for sample size is larger than 30 and smaller than 500 as appropriate size for most research and a minimum size of 30 for each stratum is necessary. Therefore, considering the variables, 261 valid responses were collected and used for regression analyses. Following is the list of companies from where questionnaires have been filled.

- Pearl Pharmaceutical
- Glitz Pharma
- Gray's Pharmaceutical
- Amson
- Valor Pharmaceuticals
- Benson Pharmaceuticals
- ISO Getz Pharma
- Scotmann Pharmaceuticals
- Leads Pharmaceuticals
- Innvotek Pharmaceuticals

The prevailing research study data was collected through Questionnaire methodology. 500 questionnaires were given i.e., having self-administered questionnaires and also floated web based questionnaire. Each variable item i.e., pertaining to the questionnaire was allocated having a score between 1 to 5, options related to the evaluation of the responses to the survey are: “1= Strongly Disagree, 2= Disagree, 3= Neither Agree nor Disagree, 4= Agree, 5= Strongly Agree.” The confidentiality of the data of the respondents was made as well.

Job Satisfaction was measured by the 5 item scale developed by Brayfield and Rothe (1951) as an index of job satisfaction. This scale is a commonly used, multi-faceted measure of job satisfaction (Judge & Klinger, 2008). The scale consists of the five items, such as “I feel fairly satisfied with my present job” and “Most days, I am enthusiastic about my work.

Organizational citizenship behavior was measured by 9 items at 5-Likert scale adopted from Ullah Bukhari, & Ali (2009). One sample item is “Helped others who have been absent.”

Trust was measured by 3 items at 5 point Likert scale from Ayoko, & Pekerti (2008). One sample item is “I trust my co-workers”.

Perception of performance appraisal politics were measured by 15 items at 5-Likert scale adopted from Poon (2004). One sample item is “Conform to the norm to avoid disapproval from peers”.

Biasness in Performance Appraisals were measured by 6 items at 5-Likert scale adopted from Gürbüz & Dikmenli (2007). One sample item is “How many of your rater-superiors have the tendency to give better rating to those subordinates similar to themselves in behavior, tastes and tendencies”.

Primary data was collected through questionnaire. Different pharmaceutical companies were visited. Earlier permission was attained from the Manager and from different employees. Reasonable time was selected to enhance the chances to get the questionnaires filled in every respect from maximum respondents and then collected the filled questionnaires i.e., on the same day. Further, to assist computer oriented respondents, the proposition of soft copy towards the questionnaire was relayed personally or sent via e-mail. Handsome number of replies (261) were achieved through personal contact and coordination with respondents.

## 5. Results and Discussion

**Table 1: Frequency Distribution with respect to Age**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 25	27	10.3	10.3
	26-30	63	24.1	34.5
	31-35	47	18.0	52.5
	36-40	55	21.1	73.6
	41-45	13	5.0	78.5
	46-50	9	3.4	82.0
	Above 50	47	18.0	100.0
	Total	261	100.0	

Above Table show frequency distribution i.e., with respect to “Age” of respondents. Further, respondents were urged to specify their age in years. In the age category, 10.3% were less than 25; 24.1% were among 26 and 30 years; 18.0 % were among 31 and 35 years; 21.1% were among 36 and 40 years; 5% were among the age of 41 and 45 years; 3.4% were between 46 and 50 years; and 18% were above 50.

**Table 2: Frequency distribution with respect to Gender**

Gender Statistics				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	209	80.1	80.1
	Female	52	19.9	100.0
	Total	261	100.0	

Above Table show frequency distribution i.e., with respect to “Gender” pertaining to respondents. Respondents were urged to mention their gender. Majority of the members pertaining to sample were registered as male i.e., at 80.1% and females were registered at only 19.9 %.

**Table 3: Frequency Distribution with respect to Education**

Qualification Statistics				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelors	145	55.6	55.6
	Master degree	96	36.8	92.3
	Other	20	7.7	100
	Total	261	100.0	

Above Table show frequency distribution i.e., with respect to “education”. Persons being respondents were appreciated and requested them to at least mention their education. In the education category, 55.6% were registered as bachelors; masters were registered at 36.8% and others were registered at 7.7%.

**Table 4: Frequency Distribution with respect to Income**

Income Statistics				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 30,000	75	28.7	28.7
	31,000-40,000	65	24.9	53.6
	41,000-50,000	66	25.3	78.9
	51,000-60,000	34	13.0	92.0
	60,000 or above	21	8.0	100.0
	Total	261	100.0	

In the income category, 28.7% were less than 30,000; 24.9% were between 31,000 and 40,000; 25.3 % were between 41,000 and 50,000; 13% were between 51,000 and 60,000; 8% were above 60,000.



**Table 5: Frequency Distribution with respect to Experience**

Job Experience Statistics

	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Less than 1 year	14	5.4	5.4	5.4
	1-5 years	141	54.0	54.0	59.4
	6-10 years	77	29.5	29.5	88.9
	11 or above	29	11.1	11.1	100
	Total	261	100.0	100.0	

Above given Table clearly show frequency distribution i.e., with respect to “experience”. In experience category less than 1 year were 5.4%, 1-5 years were 54%, 6-10 years were 29.5%, 11 and above were 11.1%.

### 5.1. Pilot Analysis

Two pilot studies were undertaken to test the instrument of the study, to identify necessary changes required for the undertaking of research as well as the direction of the study. The first pilot study was done when the number of respondents reached to 50. The correlation test showed insignificant relationship for multiple variables due to which further test could not be observed at that time. The result is shown as under in table-6.

**Table 6**

Pilot Study - Correlation Analysis		1	2	3	4	5
1. PAP	Pearson Correlation	1				
	Sig. (2-tailed)					
2. JS	Pearson Correlation	-.121	1			
	Sig. (2-tailed)	.402				
3. BIP	Pearson Correlation	.214	-.135	1		
	Sig. (2-tailed)	.136	.351			
4. TR	Pearson Correlation	-.030	.281**	-.075	1	
	Sig. (2-tailed)	.837	.048	.607		
5. OCB	Pearson Correlation	-.179	.355**	.057	.216	1
	Sig. (2-tailed)	.213	.012	.693	.133	

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

Pilot study was conducted on the sample of 50 to check out the direction and identification of necessary changes to be required. After the analysis of this specimen, the correlation result comes out to be significant which allow the author to apply further statistical tests. The second pilot study showed that the direction of the following research was to the correct path and the author just needs to increase the sample population of the survey.

### 5.2. Control Variables

The other factors which can control the relationship among different variables are called to be control variables, and these are held constant during the statistical tests. ANOVA test was applied to find out the control variable. The control variables were not identified for Job satisfaction (JS) and Organizational Citizenship Behavior (OCB). The significance values determined from ANOVA test are shown in table- as following:

**Table 7**

Control Variable Summary					
DVs	Age	Gender	Education	Income	Experience
JS	.243	.490	.518	.513	.359
OCB	.440	.383	.864	.498	.438

### 5.3. Reliability Analysis

Items internal consistency were measured through Cronbach’s alpha values, clearly show that the reliability of each item used. Further, it gives information of relationship between individual items within the scale. Further, for the data reliability and for more proceeding with the prevailing research, Alpha value proposition should be greater than 0.6.

Reliability analysis results towards Table 8 show that Cronbach’s alpha having values of the entire variables, either individually and jointly are > 0.6, clearly shows that the data collected through questionnaire is dependable rather reliable. Perception of appraisal politics Cronbach’s alpha is 0.875, Biasness in performance appraisal Cronbach’s alpha is 0.840, organizational citizenship behavior Cronbach’s alpha is 0.913, trust Cronbach’s alpha is 0.707 and job satisfaction Cronbach’s alpha is 0.757.

**Table 8: Reliability Analysis**

Variable	Cronbach's Alpha
Perception of Appraisal politics (PAP)	0.875
Biasness in Performance appraisal	0.840
Organizational citizenship Behavior	0.913
Trust	0.707
Job satisfaction	0.757
<b>Total reliability</b>	<b>0.737</b>

#### 5.4. Correlation Analysis and Descriptive Statistics

The Mean and SD values represent the averages and variance exclusively between the dependent variable, independent and moderator variable for the effect of perception of appraisal politics and biasness in performance appraisal towards Job satisfaction pertaining to Organizational Citizenship Behavior with the help of moderator trust. Analysis of data demonstrates that every one of the respondents concurred with all the questions got some information about variables as mean values standard deviation for all the variables acceptable.

In table data shows that the mean and SD of dependent variable Job satisfaction (JS) is 3.50 and 0.864, respectively. It shows that 3.50 is the mean value or average of Job satisfaction, whereas data shows that Job satisfaction (JS) shows the deviation of 0.864 from the mean value. Mean and standard deviation of Perception of Appraisal politics (PAP) are 3.97, and 0.417, which shows that 3.97 is the average value of Perception of Appraisal politics (PAP) and the data shows the deviation of 0.417 of central value. Mean and standard deviation of biasness in performance appraisal are 3.90, and 0.783, which shows that 3.90 is the average value of biasness in performance appraisal and the data shows the deviation of 0.783 of central value. The mean value of trust is 3.33, and its standard deviation is 0.796. It also shows that the deviation is 0.79 from the central value. The mean value of organizational citizenship behavior is 3.56, and its standard deviation is 0.954. It also shows that the deviation is 0.954 from the central value.

**Table 9: Correlation Analysis**

Predictors	Mean	SD	1	2	3	4	5	6	7	8
1. PAP	3.97	.4179	1							
2. JS	3.50	.8644	-.172**	1						
3. BIP	3.90	.7833	.081	-.191**	1					
4. TR	3.33	.7963	-.108	.158*	-.051	1				
5. OCB	3.56	.9545	-.238**	.245**	-.147*	.204**	1			

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

#### 5.5. Regression Analysis

Having significant correlation outcomes i.e., results analysis, now this part pertaining to regression analysis to see at the proposed hypothesis being registered in chapter two i.e., that either the hypothesis was supported or not. The table contains the result analysis of the direct relation of the independent variable with the DVs. From the table, it was revealed that the first hypothesis, i.e. perception of appraisal politics has a negative impact on job satisfaction has been supported as showed by the regression analysis for the direct relation. Beta value, i.e., ( $\beta = -.356^{**}$ ), revealed that there was a negative relationship between PAP and JS and one-unit increase in the TMS will cause 35.6% decrease in the JS. The value of  $R^2$ , i.e. ( $R^2 = 0.030$ ), showed that PAP is accounted for the variability of 3% in the Job satisfaction (JS). The p-value which was ( $p = 0.005$ ), confirmed the support of the first hypothesis.

**Table 10**

Model	Unstandarized coefficients		Standardized Coefficients	t	Sig.
	B	Std.Error	Beta		
(constant)	4.917	.506		9.717	.000
PAP	-.356	.127	-.172	-2.814	.005

From the table, it was revealed that the second hypothesis, i.e. PAP has a negative impact on organizational citizenship behavior has been supported as showed by the regression analysis for the direct relation. Beta value, i.e., ( $\beta = -.543^{**}$ ), revealed that there was a negative relationship between PAP and OCB and one-unit increase in the PAP will cause 54.3% decrease in the OCB. The value of  $R^2$ , i.e. ( $R^2 = 0.057$ ), showed that PAP is accounted for the variability of 5.7% in the Organizational Citizenship Behavior (OCB). The p-value which was ( $p = 0.000$ ), confirmed the support of the second hypothesis.

The third hypothesis which was Biasness in performance appraisal has a negative impact on job satisfaction, as showed by the results of regression analysis was also being supported. The value of Beta that was ( $\beta = -0.211^{**}$ ) represented that there exists a negative relationship among the BIP and JS. This result depicted that if there is one-unit increase in BIP will cause 21.1% decrease in JS. The R-square value that was ( $R^2 = 0.037$ ) showed that BIP is responsible for the accountability of 3.7% variation in the Job satisfaction

(JS). The value of significance which is ( $p = 0.002$ ), ensured the support of the third hypothesis.

**Table 11**

Model	Unstandardized coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std.Error			
(constant)	5.729	.551		10.396	.000
PAP	-.543	.138	-.238	-3.940	.000

**Table 12**

Model	Unstandardized coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std.Error			
(constant)	4.324	.268		16.143	.000
BIP	-.211	.067	-.191	-3.134	.002

From the table, it was revealed that the fourth hypothesis, i.e. Biasness in performance appraisal has a negative impact on organizational citizenship behavior has been supported as showed by the regression analysis for the direct relation. Beta value, i.e., ( $\beta = -.179^*$ ), revealed that there was a negative relationship between BIP and OCB and one-unit increase in the BIP will cause 17.9% decrease in the OCB. The value of  $R^2$ , i.e. ( $R^2 = 0.021$ ), showed that BIP is accounted for the variability of 2.1% in the Organizational Citizenship Behavior(OCB). The p-value which was ( $p = 0.018$ ), confirmed the support of the fourth hypothesis.

**Table 13**

Model	Unstandardized coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std.Error			
(constant)	4.267	.298		14.312	.000
BIP	-.179	.075	-.147	-2.384	.018

Table provides the results for the moderation in the following research. The hypothesis is supported by the results of the following research for interaction term with  $\beta = .419^*$ ;  $\Delta R^2 = .020$  and  $P = 0.019$ . The stated results revealed that Trust positively moderates the relationship among Perception of appraisal politics and job satisfaction in the positive direction.

Table below the results i.e., pertaining to moderation for contemporary research. Sixth hypothesis i.e., trust moderates the relationship of PAP and organizational citizenship behavior in a direction that enhancement in TR will provoke higher OCB. The hypothesis is supported by the results of the following research for interaction term with  $\beta = .491^*$ ;  $\Delta R^2 = .023$  and  $P = 0.011$ . The stated results revealed that Trust positively moderates the relationship between Perception of appraisal politics and organizational citizenship behavior in the positive direction.

**Table 14**

Results for Main Effects and Moderated Regression Analyses		
	Job satisfaction	$R^2$
Step 1	□	□□ $R^2$
Control variables	-	
Step 2		
Performance of appraisal politics	-.325*	
Trust	.153*	.049**
Step 3		
Performance of appraisal politics	-1.786	
Trust	-1.506	
TRXPAP	.419*	.020*

\*  $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$

Table below show the results i.e., pertaining to moderation for contemporary research. Seventh hypothesis i.e., trust moderates the relationship of biasness in performance appraisal and job satisfaction in a direction that enhancement in TR will provoke higher JS. The hypothesis is being supported through the results towards the contemporary research having interaction term with  $\beta = .243^{**}$ ;  $\Delta R^2 = .025$  and  $P = 0.008$ . The revealed results state that Trust positively moderates the relationship between biasness in performance appraisal and job satisfaction in the positive direction.

Table below show the results i.e., pertaining to moderation for contemporary research. Eighth hypothesis i.e., trust proposition moderates the relationship of biasness in performance appraisal and organizational citizenship behavior in a direction that enhancement in TR will provoke higher OCB. The hypothesis is being supported through the results towards the contemporary research having interaction term with  $\beta = .250^*$ ;  $\Delta R^2 = .022$  and  $P = 0.014$ . The revealed results state that Trust positively moderates the relationship among biasness in performance appraisal and organizational citizenship behavior in the positive direction.

**Table 15**

Results for Main Effects and Moderated Regression Analyses		
	Organizational citizenship behavior	
	$\beta$	$\Delta R^2$
Step 1		
Control variables	-	
Step 2		
Performance of appraisal politics	-.499**	
Trust	.216**	.089**
Step 3		
Performance of appraisal politics	-2.209	
Trust	-1.726	
TRXPAP	.491*	.023*

\*  $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$

**Table 16**

Results for Main Effects and Moderated Regression Analyses		
	Job satisfaction	
	$\beta$	$\Delta R^2$
Step 1		
Control variables	-	
Step 2		
Biasness in performance appraisal	-.203**	
Trust	.161*	.059**
Step 3		
Biasness in performance appraisal	-1.1049	
Trust	-.804	
TRXBIP	.243**	.025**

\*  $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$

**Table 17**

Results for Main Effects and Moderated Regression Analyses		
	Organizational citizenship behavior	
	$\beta$	$\Delta R^2$
Step 1		
Control variables	-	
Step 2		
Biasness in performance appraisal	-.166*	
Trust	.236**	.060**
Step 3		
Biasness in performance appraisal	-1.038	
Trust	-.759	
TRXBIP	.250*	.022*

\*  $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$

From the exploration, it is found and reasoned that there exists a negative connection amongst Perception of appraisal politics (PAP), Biasness in Performance Appraisals (BIP), Job satisfaction (JS) and Organizational Citizenship Behavior (OCB). Data was collected through a questionnaire based survey from different employees working in the pharmaceutical companies. Subsequently, correlation and regression propositions were applied towards the data. Outcomes of the analysis showed that: -

- Perception of appraisal politics (PAP), Biasness in Performance Appraisals (BIP) is negatively correlated with Job satisfaction and pertaining to Organizational Citizenship Behavior. Further, results supported this relationship and found that Perception of appraisal politics (PAP), Biasness in Performance Appraisals (BIP) was negatively related towards Job satisfaction and pertaining to Organizational Citizenship Behavior.
- Trust positively moderates the relationship among Perception of performance appraisal politics (PAP), Biasness in Performance Appraisals (BIP), Job satisfaction (JS) and Organizational Citizenship Behavior (OCB). So it could be concluded that Perception of appraisal politics (PAP), Biasness in Performance Appraisals (BIP) are negatively correlated with Job satisfaction (JS) and Organizational Citizenship Behavior (OCB) and trust positively moderates between Perception of performance appraisal politics (PAP), Biasness in Performance Appraisals (BIP), Job satisfaction (JS) and Organizational Citizenship Behavior (OCB). Results supported this relationship and found that trust was positively related to Job satisfaction (JS) and Organizational Citizenship Behavior (OCB) coupled with Perception of appraisal politics (PAP), Biasness in Performance Appraisals (PA).

## 6. Conclusion

In order for an appraisal system to be perceived as fair and effective, it must be free of bias. The current study attempted to examine the effects of perceptions of PA politics and biasness in PA on job satisfaction and organizational citizenship behavior with trust as moderating variable. The study concludes by stating that it is important for the firm especially in the pharmaceutical sector operating in Rawalpindi and Islamabad to practice biasness and politics in the PA in order to have their employees motivated, satisfied and develop the feeling of the organizational citizenship behavior. Moreover, the management needs to develop the trust factor among employees over the PA system, the PA system can be used an effective tool to make employees satisfied with their job and help them develop OCB with help of trust.

The contemporary research objective was to examine the effect of Perception of appraisal politics (PAP) towards the Job satisfaction and pertaining to Organizational Citizenship Behavior in Pharmaceutical firms in Pakistan. The research also proved that trust as a moderator has a significant impact towards Job satisfaction and pertaining to Organizational Citizenship Behavior under the prevailing research study. Few recommendations are being suggested:

- Manager should emphasize on leadership abilities for increasing Job satisfaction (JS) and Organizational Citizenship Behavior (OCB).
- Firms need to effectively use the PA system to motivate the employees to job hard and help them feel satisfied with their job.
- The management should build the trust factor among employees over the PA system, without trust it will not help the management to achieve the goals.
- Organizational citizenship behavior can also be developed with help of PA system and necessary training can also be provide to employees to understand the mechanism of PA system in the organization.

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