# 'The Effects of Appraisal Justice, Organizational Politics, Accountability and Resilience on Task and Contextual Performance: An Empirical Study in Greece.'

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**Abstract**

In the present study the relationships among employees' perceptions, which are largely formed by performance management policies, individual resilience and various aspects of performance were explored. More precisely, the dependent variables of the study include task performance, citizenship behaviors towards the organization and other individuals in the workplace, as well as deviant behaviors, namely withdrawal, production deviance and abuse, which belong to the broader spectrum of counterproductive work behaviours. Except for resilience, independent variables of the study comprise employees' perceptions of performance appraisal justice, organizational politics and accountability. All these three aspects are considerably relevant to and largely emanate from organizational policies and practices applied in the domain of performance management.

Eight hypotheses were, thus, elaborated in total concerning the relationships among the aforementioned perceptions, resilience and all aspects of performance. The study was conducted among 104 employees of all levels working in companies from various fields in Greece. Data were collected via an electronic questionnaire. Hierarchical regressions came to fully support five out of eight hypotheses, while two hypotheses were partially supported. More precisely, results validated the positive effect of perceived appraisal justice on task and contextual performance and its negative relationship with deviant behaviours, the positive relationship between felt accountability, task performance and citizenship behaviours, the positive relationship between perceptions of politics and deviant behaviours, as well as the positive effect of resilience on both task and contextual performance. The moderating effect of felt accountability on the relationship between perceived organizational politics and deviant behaviours was also supported. Based upon the aforementioned results, managerial implications, limitations, as well as suggestions for future research are also discussed.

Key Words: performance management, justice, politics, accountability, resilience.

## 1. Theoretical background and Hypotheses

According to social exchange theory (Blau 1964) organizations constitute institutionalized systems of exchange and if they adhere by commonly accepted norms and values of society, like fairness, those who depend on the organizations (i.e. the employees) will legitimate the organization's power over them with loyalty and compliance. The power of the organization over the employees emanates from the fact that the process of exchange between the organization and the employees is not an equal one, as employees are mostly dependent on the organization.

Moreover, according to Gouldner (1960) the norm of reciprocity regulates the exchanges of goods and services between people in ongoing group or individual relationships and dictates that people should help and should not injure those who have helped them. Reciprocity, thus, predicts that positive reactions follow favourable treatment and that negative reactions follow unfavourable treatment, while the things exchanged might be heteromorphic.

Furthermore, following equity theory (Adams 1963) individuals compare their ratio of inputs and outputs with their perceptions of others' ratios and their expectations about the outputs they should receive (rewards, benefits). If they perceive an imbalance between their ratio and those of other employees, they modify their behavior in order to restore the balance as well as the feelings of injustice and stress this imbalance engenders. As Spector (2012) notes, justice theories mainly deal with people's values, presuming on the one hand that individuals universally appreciate fairness in their social relations at workplace and on the other that unfairness or inequity cause people to act in order to remedy the unfairness.

The three aforementioned theoretical approaches have been the main axes of hypotheses concerning perceptions of justice and employees' behaviors. Increased levels of task performance as well as citizenship behaviors have been conceived as ways in which employees reciprocate the 'good' treatment they receive from their organization. Organizational justice constitutes a fundamental element of this 'good' treatment and that is why it has systematically been hypothesized to have a significant positive relationship with both task and extra-role performance. Such hypotheses have been validated by various researchers (e.g. Colquitt et al. 2001, Cohen-Charash and Spector 2001), while perceptions of organizational justice have also been related to employee attitudes, like job satisfaction (Colquitt et al. 2001), trust (Konovsky & Pugh 1994) and commitment which have in turn been associated with citizenship behaviors and task performance (e. g. Le Pine et al. 2002, Podsakoff, MacKenzie, Paine&Bachrach 2000).

Following this line, we hypothesize that procedural appraisal justice will be positively related to citizenship behaviors and task performance towards both individuals and the organization as a whole. On the contrary, we hypothesize that procedural appraisal justice will be negatively related to deviant behaviors and precisely with counterproductive work behaviors towards both individuals and the organization, as such behaviors contradict the feelings of indebtedness that the fair treatment of the organization is predicted to engender, according to the norm of reciprocity and the social exchange theory.

*H1: Perceptions of procedural appraisal justice will be positively related to task performance and OCBs towards individuals and organizations.*

*H2: Perceptions of procedural appraisal justice will be negatively related to both types of CWBs.*

On the other hand, organizational politics have been defined as 'individual or group behaviour that is informal, ostensibly parochial, typically divisive, and above all in a technical sense, illegitimate-sanctioned neither by formal authority, accepted ideology, nor certified expertise' (Mintzberg 1983). It is logical to assume that perceptions of organizational politics undermine employees' perceptions of fairness and engender the impression that their psychological contract with the employer has been violated (Witt et al. 2002). In line with the social exchange theory (Blau 1964) and the norm of reciprocity (Gouldner 1960), employees who perceive high levels of politics in their organization are more likely to show lower levels of performance, both in-role and extra-role (Witt et al. 2002, Vigoda-Gadot 2007, Chang et al.2009).The following hypothesis is, therefore, formed:

*H3: Perceptions of organizational politics will be negatively related to task performance and both types of OCBs.*

Stressors have been recognized as the deeper antecedent of employees' deviant behaviors. Specifically, many researchers have empirically validated their hypotheses that CWBs largely emanate from job stressors, such as situational constraints, interpersonal conflict, role conflict and ambiguity (Chen & Spector 1992, Fox et al. 2001, Fida et al.2015). Such hypotheses have theoretically been based on social exchange theory (Blau 1964) and the norm of reciprocity (Gouldner 1960), as a stressful working environment can be interpreted as an element of unfavorable treatment on the part of the organization and, thus, trigger negative reactions, like CWBs, among employees. Moreover, job stressors can lead to CWBs via either negative feelings ('hot' processes) or 'cold' socio-cognitive processes (Fida et al. 2015). It has been indicated that perceptions of organizational politics function as stressors, leading to low task and contextual performance, as well as turnover intentions (Chang et al. 2009). In line with these findings, we hypothesize that perceptions of organizational politics will be positively related to CWBs.

*H4: Perceptions of organizational politics will be positively related to both types of CWBs.*

It would be very interesting to investigate possible moderating effects of personality traits, like resilience and organizational factors, such as accountability on the latter relationship between perceived politics and performance.

Resilience has been defined as 'an ability to go on with life, or to continue living a purposeful life, after hardship or adversity' (Tedeschi & Calhoun 2004) and as 'growth or adaptation through disruption rather than just recovering or bouncing back' (Richardson 2002). Youssef & Luthans (2007) found a positive relationship between employees' resilience on the one hand and job satisfaction, work happiness and organizational commitment on the other. Job satisfaction and commitment have systematically been positively related to both task and contextual performance (e.g. Podsakoff, MacKenzie, Paine & Bachrach 2000). It would be then logical to suggest, although-to our knowledge-it has not been empirically validated, that resilience as a personality trait might be a deeper antecedent of high in-role and extra-role performance and form the following hypothesis:

*H5: Employees' resilience will be positively related to task performance and OCBs.*

The various definitions of resilience all share a common component: the individual's ability to surmount adversity and difficulty and then thrive and grow even stronger. Moving to organizational context, stressors in general and perceptions of politics in particular can be considered as elements of adversity that deplete employees' psychological resources and lead to CWBs as described above. More precisely, in H4 it was suggested that perceptions of organizational politics would be positively related to counterproductive work behaviors towards both the organization and individuals. Perceptions of organizational politics, functioning as job stressors, could lead to CWBs either by arousing negative feelings among employees or by triggering socio-cognitive processes, like that of moral disengagement (Fida et al. 2015). Nevertheless, resilience, by definition, could serve as a buffer against job stressors in general and organizational politics in particular, attenuating, thus, the emotional and cognitive effects of such perceptions on employees. In other words, an individual capable of bouncing back from adversity and better managing their psychological resources may be less likely to engage in deviant behaviors as a reaction to perceived politics. This rationale leads to the following hypothesis:

*H6: Resilience will moderate the relationship between perceptions of politics and CWBs, in a sense that employees high in resilience will show lower levels of CWBs than those low in resilience under the same organizational politics conditions.*

Accountability has been defined as 'being answerable to audiences for performing up to certain prescribed standards, thereby fulfilling obligations, expectations, and other charges' (Mero et al. 2007). Scholars have mainly focused on felt accountability, underlining the subjective character of accountability, while according to Frink & Klimoski (2004) researchers 'rather than seeing accountability primarily as a state of affairs, tend to view it as a state of mind which is derived, in part, from a state of affairs'. Tetlock (1992) suggested that the fundamental element underlying accountability is that individuals that are accountable for their actions need to ensure that those to whom they are accountable continue to view them with positive regard. Managing how others view an individual/employee is part of the so-called impression management that has been largely recognized by scholars (e. g. Eastman 1994). More precisely, citizenship behaviors have been associated with impression management (e. g. Bolino 1999), as employees might engage in such behaviors just in order to foster a favorable image of themselves among their supervisors. As for the relationship between accountability and citizenship behaviors, findings are not really consistent. For example, Hall et al.(2009) found a positive relationship between accountability and OCBs, while Hall (2005) found a non-linear relationship between felt accountability and contextual performance in the form of a U-shape relationship, indicating that high and low levels of felt accountability are associated with higher levels of contextual performance. Although findings were not identical, in both cases it was suggested that high levels of accountability lead to higher levels of citizenship behaviors as a means of impression

management. Moreover, Thoms et al. (2002) found positive relationships between accountability on the one hand and job satisfaction and trust on the other. Satisfaction and trust have been associated with high levels of task and contextual performance (Le Pine et al.2002, Bowling 2010, Konovsky & Pugh 1994). Based on all the aforementioned findings it is suggested that:

*H7: Felt accountability will be positively related to task performance and OCBs.*

The interaction between felt accountability and perceived politics was explored by Breaux et al. (2009), who examined the effect of perceived politics on the relationship between felt accountability and job satisfaction and found that politics undermine the positive effect of accountability on job satisfaction. In this study, it was hypothesized (H4) that perceptions of politics would be positively related to CWBs, since perceived politics could be considered as stressors that lead employees to counterproductive behaviors. However, accountability has been defined as 'being answerable to audiences for performing up to certain prescribed standards, thereby fulfilling obligations, expectations, and other charges' (Mero et al. 2007). Furthermore, Hall & Ferris (2011) stated that 'accountability refers to an implicit or explicit expectation that one's decisions or actions will be subject to evaluation by some salient audience(s) with the belief that there exists the potential for one to receive either awards or sanctions based on this expected evaluation'.These definitions imply that employees feeling accountable in their workplace are more concerned to engage in high task or contextual performance, either as means of impression management or not, as it was proposed in H7. CWBs, which are likely to be engendered by perceived politics, as explained above, contrast with or even inhibit in-role and contextual performance, as well as any employees' efforts of impression management. It would be, then, logical to hypothesize that felt accountability could function as a moderator by mitigating the positive relationship between perceived politics and CWBs. This rationale leads to the following hypothesis:

*H8: Felt accountability will moderate the relationship between perceptions of politics and CWBs, in a sense that employees feeling higher levels of accountability will show lower levels of CWBs than those feeling low levels of accountability under the same organizational politics conditions.*

## 2. Method

### 2.1 Sample and procedures

Surveys were distributed in the form of electronic questionnaires to 180 employees working in various fields in Greece, such as retail companies, consultancy firms, software and pharmaceutical companies. A total of 104 usable anonymous surveys were collected, as participants were asked to complete a self-report questionnaire measuring the variables in question. The response rate, thus, reached 57,7%. As for the composition of the sample, 41% were male, 55% of the participants were Master's degree holders, 70% had an open-ended contract, while 22% worked on a fixed-term contract and 82% of the respondents worked on a full-time basis. Average tenure was 3.2 years, while average working experience was 6.6 years and almost 55% of the sample was between 26 and 39 years old.

### 2.2 Measures

*Perceived procedural appraisal justice*

Perceptions of procedural appraisal justice were measured using a 9-item bidimensional scale developed by Erdogan, Kraimer and Liden (2001). Three items measured system procedural justice and the six remaining items measured the rater procedural justice. Sample questions are: 'The performance appraisal system in our company is able to differentiate high performers from poor performers' and 'My supervisor uses performance appraisal system as a means to threaten employees'. The reliability estimate for the scale (α=0,85) was adequate.

*Perceived Accountability*

Felt accountability was measured using an 8-item unidimensional scale developed by Hochwarter, Kacmar and Ferris (2003). Example questions of this scale are: 'The success of my immediate work group depends on my successes and failures' and 'In the grand scheme of things, my efforts at work are very important'. The reliability estimate for the scale (α=0,70)was adequate.

*Perceived Organizational Politics*

Perceptions of organizational politics were assessed using an abridged 8-item version of a bidimensional scale created by Hochwarter, Kacmar, Perrewe and Johnson (2003). Specifically, items were used from all the three factors included in the original scale, namely 'General Political Behavior', 'Go along to get ahead' and 'Pay and promotion policies'. Example questions of this scale are: 'Agreeing with powerful others is the best alternative in this organization' and 'There has always been an influential group in this department that no one ever crosses'. The reliability estimate for the scale (0,70) was adequate.

*Task performance*

Self-report task performance was measured using an abridged 5-item version of a scale developed by Wright, Kacmer, McMahan & DeLeeuw (1995). Original items were adapted for the self-report format. Sample questions of this scale are:

'I always get things done on time' and 'I exhibit an ability to see the whole, its parts and relations and use this to set priorities, plan, anticipate and evaluate'. The reliability estimate for the scale($\alpha$=0,86) was adequate.

*OCB*

Self-report citizenship behaviour was assessed using selected items from a scale created by Lee and Allen (2002). More precisely, citizenship behaviour towards the organization-OCBO was assessed with 4 items (e.g. 'I defend the organization when other employees criticize it') and 5 items were used to measure citizenship behaviour towards individuals-OCBI (e.g. 'I give up time to help others who have work or non-work problems'). The reliability estimates for these scales were adequate ($\alpha$= 0,71 OCBO and $\alpha$=0,82 for OCBI).

*CWB*

Counterproductive work behaviour was assessed using selected questions from the scale created by Spector et al. (2006). More precisely, selected items refer to three dimensions of CWB, namely withdrawal, production deviance and abuse. The two first dimensions belong to counterproductive work behaviours towards the organization-CWBO (7 items), whereas the latter refers to counterproductive work behaviours towards individuals-CWBI (3 items). Sample questions of this scale include: 'I often take a longer break than I am allowed to take' and 'I often refuse to help others at work'. The reliability estimates for these scales were adequate ($\alpha$=0,85 for CWBO and $\alpha$=0,84 for CWBI).

*Resilience*

Employee resilience was assessed using 5 items of a bidimensional scale developed by Smith et al. (2008). Sample questions of this scale include: 'I tend to bounce back quickly after hard times' and 'I tend to take a long time to get over set-backs in my life (R)'. The reliability estimate ($\alpha$=0,70) for the scale was adequate.

A seven-point response format was used ranging from *strongly disagree* (1) to *strongly agree* (7) was used in all scales.

*Control variables*

We controlled for possible confounding effects by including participants' age, gender, tenure, experience, education level and type of contract. For instance, age was found to influence the relationship between perceptions of organizational politics and job performance (Treadway et al. 2005), whereas it has been argued (e. g. Cohen-Charash & Spector 2001) that gender differentiates individuals' justice perceptions. Taking into account such variables intends to bypass any possible problems associated with method variance.


## 2.3 Data analysis

Separate hierarchical regression analyses were conducted to assess the effect of perceived organizational politics, perceived appraisal justice, felt accountability and resilience on task performance, OCBs and CWBs. In the first step, control variables (i.e., age, sex, marital status, tenure, experience, working hours, academic accomplishment, marital status and type of contract) were entered, while in the second step each of the independent variables (perceived politics, felt accountability, perceived appraisal justice and resilience) was entered. Except for control variables, all variables were centered.

In order to assess the moderating effect of accountability and resilience on the perceived politics-CWBs relationship two hierarchical regression analyses were conducted. In the first step, control variables (i.e., age, sex, marital status, tenure, experience, working hours, academic accomplishment, marital status and type of contract) were entered. In the second step the main effect variable (perceived organizational politics) was entered. In the third step, the possible moderator (i.e., felt accountability and resilience) was entered, while the politics perceptions x felt accountability and politics perceptions x resilience cross-product terms were entered in the final step of each hierarchical regression.

Collinearity diagnostics were conducted for all models. Variance inflation factor (VIF) scores and tolerance tests were computed, while no VIF score was greater than 10 and no tolerance test gave scores below 0,1.

Correlations are largely consistent with prior research findings in terms of direction and significance. As presented in *Table 1,* important positive correlations between appraisal justice and OCB-O (0,44, p<0,01), OCB-I (0,278, p<0,01) and task performance (0,389, p<0,01) support H1, while significant negative correlations with CWB-O (-0,352, p<0,01) and CWB-I (-0,358, p<0,01) support H2. Moreover, there are important negative correlations between perceived organizational politics and OCB-O (-0,254, p<0,01) and task performance (-0,197, p<0,05) that provide support to H3, while the significant positive correlations with CWB-O (0,318, p<0,01) and CWB-I (0,298, p<0,01) are in line with H4. Positive correlations between resilience on the one hand and OCB-O (0,286, p<0,01) and task performance (0,363, p<0,01) on the other seem to support H5. Furthermore, significant positive correlations between felt accountability, OCB-O (0,340, p<0,01) , OCB-I (0,358, p<0,01) and task performance (0,410, p<0,01) are in line with H7. Finally, negative correlations between both resilience and felt accountability on the one hand and CWB-O (-0,240, p<0,05 and 0,305, p<0,01 respectively) and CWB-I (-0,329, p<0,01 and 0,332, p<0,01 respectively) on the other seem to provide preliminary support to H6 and H8.

| Descriptive Statistics | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Variable | Cronbach's Alpha | M | SD | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| 1.Perceived appraisal justice | ,854 | 4,82 | 1,16 | 1 | | | | | | | | | | |
| 2.Perceived Accountability | ,700 | 4,89 | 0,81 | ,231* | 1 | | | | | | | | | |
| 3.Perceived organizational politics | ,700 | 3,66 | 1,02 | -,731** | -,075 | 1 | | | | | | | | |
| 4.OCB_O | ,719 | 5,05 | 1,03 | ,444** | ,340** | -,254** | 1 | | | | | | | |
| 5.OCB_I | ,828 | 5,27 | 1,06 | ,278** | ,358** | -,181 | ,567** | 1 | | | | | | |
| 6.CWB_O | ,857 | 1,78 | 0,98 | -,352** | -,305** | ,318** | -,241* | -,305** | 1 | | | | | |
| 7.CWB_I | ,842 | 1,65 | 1,08 | -,358** | -,332** | ,298** | -,352** | -,351** | ,701** | 1 | | | | |
| 8.Task Performance | ,865 | 5,63 | 0,9 | ,389** | ,410** | -,197* | ,564** | ,542** | -,508** | -,593** | 1 | | | |
| 9.Resilience | ,700 | 4,68 | 0,9 | ,356** | ,146 | -,342** | ,286** | ,175 | -,240* | -,329** | ,363** | 1 | | |
| 10.Tenure | ...... | 3,29 | 3,83 | -,071 | ,119 | ,129 | ,099 | ,006 | -,021 | -,038 | ,052 | ,067 | 1 | |
| 11.Experience | ...... | 6,64 | 5,72 | ,003 | ,260** | ,005 | ,238* | ,115 | -,104 | -,157 | ,161 | ,133 | ,663** | 1 |

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

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

N 104

*Table 1.*

# 3. Results

Results of hierarchical regressions fully support H1. More precisely appraisal justice is a linear predictor of OCB-O (b=0,42, p<0,05), OCB-I (b=0,252, p<0,05) and task performance (b=0,42, p<0,05). It is also indicated that appraisal justice is a linear predictor of both CWB-O and CWB-I (b=-0,38, p<0,05) and fully support H2. Partial support is provided for H3, as perceptions of politics are a linear predictor of OCB-O (b=-0,23, p<0,05)and task performance(b=-0,22, p<0,05), but not of OCB-I. Moreover, perceived politics constitute a linear predictor of both types of CWBs (b= 0,33 and b=0,31, p<0,05 for CWB-O and CWB-I respectively). It is also indicated that resilience is a linear predictor of task performance (b=0,37, p<0,05) and OCB-O (b=0,26, p<0,05), but not of OCB-I. H7 is fully supported, as felt accountability is a linear predictor of OCB-O (b=0,27, p<0,05), OCB-I (b=0,25, p<0,05) and task performance (b=0,44, p<0,05). H6 was not supported, as no politics perceptions x resilience interaction effect was indicated on either CWB-O or CWB-I. Finally results of hierarchical linear regression with 4 steps documented a significant politics perceptions x felt accountability interaction effect on both CWB-O (b=-0,32, p<0,05) and CWB-I (b=-0,22, p<0,05). To display the form of the significant interaction, scatter/dot charts were created on SPSS, after sorting cases on the basis of felt accountability score. As presented in *Figure 1* and *Figure 2*, the positive relationship between politics and both CWB-O and CWB-I is greater among employees with lower feelings of accountability. These findings fully support H8.
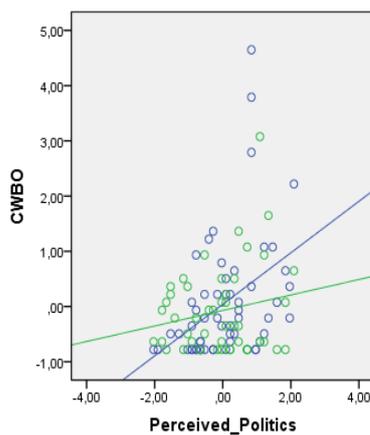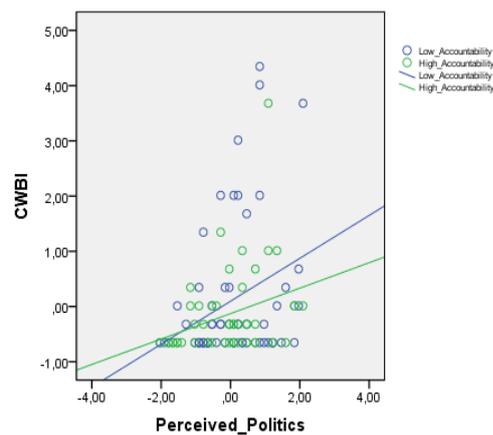


*Figure 1.*



*Figure 2.*

# 4. Managerial Implications

Performance management practices that could enhance perceptions of justice, felt accountability and resilience and reduce politics perceptions, as a way of improving employees' performance are presented in *Table 2*.

| Enhancing felt accountability | Enhancing justice perceptions-reducing politics perceptions | Developing resilience |
|---|---|---|
| Appraisal based on information from various sources- peer evaluations. Both quantitative and behavioral measures. Frequently goal assessment. Formal and informal appraisals. | Appraisal based on information from various sources. Self-appraisal Appropriate and relevant criteria. Adequately trained raters. Criteria that are applied consistently, established in advanced and formulated with employees' participation or at least consent. Employees' participation in goal-setting. Goals: specific, measurable, attainable, realistic time-related, in line with organizational objectives and the overall strategy. Providing the necessary resources for their attainment (e.g. training, support, materials etc.). | Systematic coaching-focus on future improvement of skills-develop self-efficacy. Sincere, respectful two-way feedback. Adaptable, realistic goals. Encouraging and evaluating creativity, initiative and analysis of consequences. Allowing 'trial and error'. Results-based performance appraisal. |

*Table 2.*

## 5. *Limitations*

This study presents a number of limitations principally due to the practical difficulties during its realization. A basic limitation is that the questionnaire distributed to participants did not control for objective characteristics, such as frequency of appraisals and feedback or goal characteristics, of the performance appraisal system. Instead, the scales used assessed employees' subjective perceptions concerning performance appraisal and organizational management. Moreover, data on employees' task and contextual performance was also based on self-reporting scales, in which employees evaluated their own in-role performance, extra-role and deviant behaviours. Especially for the latter variables, it is quite possible that-due to bias-ratings of task and contextual performance have been distorted and specifically inflated, while those of deviant behaviours may have been deflated. Furthermore, in order to assure a high response rate and provide participants with an easy-to-complete questionnaire we used abridged versions of scales for a few variables, like resilience and task performance. This choice may have negatively affected the validity of the scales used in our study. The low Cronbach's Alpha scores of some scales, like those measuring resilience, perceived politics and OCB-O could be considered as another deficiency of the scales and their internal consistency. Finally, as a way of preserving the original validity of the scales, questions were not translated in Greek, although the majority of the participants were not native English speakers.

## 6. *Suggestions for future research*

The less studied variable included in this study is that of resilience. Based upon data analyses, it was found that individual resilience is positively related to task performance as well as citizenship behaviour towards the organization (OCB-O). A suggestion for future research would be exploring the effect of resilience on task and contextual performance in other countries or even shed light on the possible effect of culture on the relationship between resilience and performance. At the same time, it would be possible to investigate the mediating effect of other attitudes, such as job satisfaction and commitment on the relationship between resilience and performance. Furthermore, although in this study the moderating effect of resilience on the relationship between perceived politics and deviant behaviours was not supported, the definition of resilience as 'the ability to go on with life, or to continue living a purposeful life, after hardship or adversity' (Tedeschi & Calhoun 2004) makes it seem reasonable that resilience could attenuate the effect of job stressors on organizational outcomes. For instance, resilience could possibly reduce the effect of factors that can function as stressors, like insecurity, perceptions of organizational injustice, low quality of leader-member exchange, on employees' attitudes (e.g. satisfaction) and behaviors (task performance, citizenship and deviant behaviors). Apart from individual resilience, it would be interesting to explore the effect of organizational resilience on firm performance, especially in countries facing economic harshness, like Greece. Another area of research interest would be investigating the effect of managerial practices lied to performance management on the development of individual-and consequently- organizational resilience. Coming to perceptions of organizational politics, it would be interesting to test the effect of perceived organizational politics on task and contextual performance in different sectors and especially see whether this effect is different between the public and the private sector. The latter suggestion includes the examination of the interaction between perceived politics and organizational factors, such as insecurity and performance-driven culture, on all aspects of performance. Finally, a considerable area of research could be examining the effect of new technologies in the field of performance management on employees' felt accountability and perceptions of both organizational justice and politics. More precisely, it seems reasonable that the use of automated systems in the area of monitoring and evaluating performance, providing feedback and setting quantitative goals could enhance employees' perceptions of procedural justice, since information generated by such systems is more likely to be accepted as more objective and protected from unwanted human interventions.

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