

Kamonrat Komonjinda 2011: The Relationship between Perceived Fairness in Performance Appraisal and Counterproductive Work Behavior. Master of Science (Industrial Psychology), Major Field: Industrial Psychology, Department of Psychology. Thesis Advisor: Assistant Professor Panatda Chumnansook, Ph.D. 153 pages.

The purpose of this research were as follow: 1) To study the level of perceived fairness in performance appraisal, and counterproductive work behavior. 2) To compare the quality of perceived fairness in performance appraisal whose personal factors are different. 3) To compare the quality of counterproductive work behavior whose personal factors are different. and 4) To study the relationships between perceived fairness in performance appraisal and counterproductive work behavior. Sample were 253 staffs at the import and trading multifunction machine company by stratified random sampling. Data were collected by using 3 parts of questionnaires: demographic data, perceived fairness in performance appraisal and counterproductive work behavior. The computer programs were used for data analysis. Statistical techniques included percentage, mean, standard deviation, One-Way ANOVA, and Pearson's product moment correlation coefficient. The level of statistical significance was defined as .05.

The results were as follows; 1) Staffs had medium level of perceived fairness in performance appraisal, and low level of counterproductive work behavior. 2) The results revealed significant differences in perceived fairness in performance appraisal with different age, work experience, and department. 3) The results revealed significant differences in counterproductive work behavior with different gender, age, work experience, education, and department. 4) Perceived fairness in performance appraisal was negatively related to counterproductive work behavior at the .05 level of significance. Researcher suggests that the organization should focus on perceived fairness in systemic justice and configural justice because of correlated with counterproductive work behavior. To encourage systemic justice, rater should clearly understand procedure and criteria of the performance appraisal; employee should allowed to participate in setting performance expectations and rater should provide feedback and employee should have way to appeal the performance rating. While configural justice should be reinforced by ensuring confidence in rater without biasness; rater should clearly know about requirement and difficulties of their work and also treatment by rater is important in order to strengthen perceived fairness in performance appraisal system.

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Student's signature

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Thesis Advisor's signature