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1 Introduction

Performance appraisal systems are widely used across many organizations in the most varied areas of business and, when used correctly, have a high potential to improve and enhance organizational functioning. It is a deeply delicate and intricate process that gives managers a real-time biopsy of their organization, providing valuable information about their workforce, how they are performing, where they are strong and where there is room for improvement, allowing organizations to assess and make informed decisions about pay, promotion, training and development needs (Elicker et al., 2006). This clarifies why it is commonly used in most organizations.

Because of the usefulness and importance of a strong performance appraisal system, it is important to make sure we understand what factors can affect it, what can undermine it, and what can improve it. Agents, as one of the most important aspects of any organization, if not the most important, take part in different processes, and performance appraisal as one of the important human resources practices relies heavily on agents, the relationship between them, and how they perceive the politics around performance evaluations (Dello Russo et al., 2017).

What makes a good performance appraisal system is transparency, meaning that it should be clear to every employee what aspects of their work are being evaluated, how they are being evaluated, when they are being evaluated and by whom. This is important as it relates to feelings and perceptions of political behaviours within the organization (Elicker et al., 2006). However, it can be a delicate dance to make a performance appraisal process that is clear and transparent to every employee, and the context in which it is applied has a huge impact on how a person reacts to his/her evaluation (Elicker et al., 2006).

An untransparent performance appraisal leads to distrust, which in turn, leaves room in the minds of employees to wonder how exactly the process is conducted. This ambiguity undermines the outcomes of the performance appraisal and can lead to employee perception of rater's political behaviour (Dello Russo et al., 2017). This perceived political behaviour by the employee is defined by perceived OPPA - Organizational Politics in Performance Appraisal-, and the more ambiguous the context and the relationship between the leader and the follower, the two principal agents, the stronger the OPPA (Poon, 2004).

This context in which performance appraisal is set, is a context influenced by multiple variables, which in turn have an impact in the way the performance appraisal process enrolls in

each organization. Agents themselves, play a major role in how the performance appraisal process plays out. Closer attention will be paid towards the influence of the quality, and difference in quality of the relationship between the leader, who is often the person responsible for the evaluation, and the follower, the person being evaluated. This relationship can be categorized by leader-member exchange theory (LMX) (Graen & Uhl-Bien, 1995) and plays a huge role in determining the context in which performance is set, and how political behaviours are perceived (Martin et al., 2016). Following the same argument, in this study, it is argued that LMX Differentiation – different relationships that leaders may have with each of their team members - may result in different perceptions on performance evaluations by team members and mainly the higher the LMX Differentiation, the higher the OPPA (Elicker et al., 2006).

In addition, employees have different personality traits which influences their perceptions. Therefore, in a situation where LMX Differentiation exists, different employees with different personality traits may perceive politics differently in performance appraisals. For this reason, the Big Five personality traits (Goldberg, 1990) will be used to assess how different people react and perceive performance evaluations depending on the social context formed by the relationship between each team member and the leader.

Finally, in an ever-increasing age diverse workforce, this study looks to evaluate what impacts age and age gap -between the employee and the supervisor- have on perceived OPPA and whether and how they moderate the relationship between LMX Differentiation and OPPA.

These aspects put together leads to the main objective of this study: Whether or not LMX Differentiation leads to perceived OPPA and whether and how employees' personality traits and age (gap) moderate this relationship.

In this dissertation, firstly each concept will be theoretically defined in the literature review to demonstrate what concepts are at play. Afterwards, hypotheses are formulated on how these different concepts are connected - how they relate to each other and how they affect one another, resulting in a clearer picture of the theoretical model. This is followed by a look at the methodology used for the study and the analyses done. Then the obtained results are presented. Finally, a discussion is provided to elaborate on the findings and how the findings are complementing or contrasting the current knowledge in the field, as well as providing some suggestions regarding future research, the limitations found in the study and the practical implications.

It is to be mentioned that this study is part of a larger project entitled as REAL PAL which is funded by FCT ([PTDC/PSI-GER/29124/2017](#)).

2 Literature Review

As mentioned before, performance appraisal is a key process in defining the real-time situation of an organization, allowing managers to make important decisions that shape the outcome of the professional lives of the employees and the organization as a whole. There are many concepts at play in this process, but the goal in this study is to determine how LMX Differentiation influences the perceived organizational politics of performance appraisal.

In the performance appraisal process, employees' performances are assessed and measured by supervisors and peers. For this to happen, performance objectives must be defined from the start and then measured if they were completed (or not) and then feedback to be exchanged between leader and employee. The outcome of the performance appraisal process will shape employees' reaction towards their work, their leader and the organization itself (Poon, 2004). They may perceive the process as fair, transparent and accurate, but the opposite may also occur, being perceived as unfair, biased and political (Skarlicki & Folger, 1997).

Although performance appraisal processes try as much as possible to be as rational and objective in order to get more accurate results, the agents involved in this process, such as the appraisers (supervisors) are not always interested in assessing the performance of the team members accurately. Supervisors may benefit from giving higher or lower ratings than they should, for political reasons and to satisfy their own self-interest. Therefore, it becomes important to assess these political motivations, behaviours and perceptions (Longenecker et al., 1987).

A possible early theory would be that the relationship between the follower, the one being rated in performance appraisal process, and the leader, the one evaluating, will shape how the ratee will perceive his/her rating according to the relationship the two have. A good relationship will likely result in acceptance and action from the follower, while a poor relationship will likely result in the opposite, and a higher degree of perceived OPPA (Poon, 2004). Moreover, perceived LMX Differentiation, that is, the perception that the leader maintains drastically different relationships between team member (Henderson et al., 2009), might affect the perception of the employee regarding political behaviours of the leader in the performance appraisal evaluation (Poon, 2004).

2.1 Social Context in Performance Appraisal

To gain a better understanding of the political aspects in performance appraisal, a look at the social context in which it takes place is in order. Only recently in research history, more attention has been paid towards the social context of performance appraisal effectiveness. We have become more aware of the importance of ratee reactions, feedback, feedback environment and more.

So, for the past 20 years, performance appraisal research has moved away from a simply measurement-based analysis to one more focused in the cognitive processes of appraisal (Levy & Williams, 2004). This means that, as time went on, researchers shifted their attention from creating, changing, and performing measurement scales and performance appraisal models to the social context in which performance appraisals occur (Levy & Williams, 2004).

This context can be split into different variables that define the social context of the organization. Distal variables include the organizational culture and climate; values; competition; structure and goals and HR strategy. These factors will have an effect on rater and ratee behavior in general, but also in performance appraisal processes (Levy & Williams, 2004).

Process and Structural proximal variables are two more factors that can influence the social context and the rater and ratee behavior in the performance appraisal. Process proximal variables are factors that have a direct impact on how the performance appraisal process enrolls (i.e., accountability; commitment; feedback culture; rater-ratee relationship). Structural proximal variables deal with the configuration of the appraisal process itself, like appraisal goals and objectives, appraisal training and frequency) (Levy & Williams, 2004).

Finally, rater-ratee relationship – characterized in this study through LMX Differentiation – can have an influence on performance appraisal process. Lefkowitz (2000) reported the influence of affective relationship between leader and follower which lead to higher appraisal ratings, recalling more positive memories, less severe punishment, and less accuracy in the ratings. Not only that, but similar personalities between leader and follower also influence rating leniency in performance appraisal, leading to higher ratings (Lefkowitz, 2000).

2.2 LMX Theory

Leader-member exchange theory was developed during the 70s - the biggest change in this leadership theory was the focus on the relationship between the leader and the follower – while at the time, most research into leadership theory was focused on the characteristics of a good leader, and different types of leadership styles. LMX theory, in turn, stated that each relationship the leader developed with each team member, was different in quality of the exchanges, meaning that each follower was treated differently by the leader, depending on the quality of their relationship (Dansereau & Graen, 1975).

Leader-member exchange quality can be high – leading to a wide range of follower outcomes like higher job performance, more citizenship behaviors, trust, commitment, higher job satisfaction and lower turnover intentions (Dansereau & Graen, 1975). However, the relationship between leader and follower is a two-way road, a dyadic relationship, which involves effort from both parties in order to maintain it. Higher LMX Quality relationships are much harder to maintain, as the follower must be able to handle more responsibilities and extra-job effort. Logically, a lower LMX Quality relationship will result in opposite outcomes – lower job performance, less commitment, lower job satisfaction and higher turnover intentions – however these relationships are easier to maintain, as they require much less effort to sustain the low-quality exchanges (Anand et al., 2011).

Since each follower has a different relationship with the leader, characterized by LMX Differentiation, this will, in turn, influence their own place and role inside the team. Team members with a high LMX Quality are part of the in-group – this group is a restricted number of team members that maintain a good relationship with the leader, they have more power of influence over the leader, have access to privileged information, higher levels of trust and respect and more power of negotiation (Dansereau & Graen, 1975).

But why does this differentiation happen? Leaders and followers have both limited amount of time and resources to allocate to each relationship, that is, a leader is not able to dedicate the exact same amount of time and resources to each team member, nor do all team members have an interest and enough resources to sustain high quality exchanges between themselves and the leader. For these reasons, inevitably there will be a differentiation between all of the leader-follower relationships in a team – leading to “in” and “out” groups (Anand et al., 2011).

This inequity in relationship quality between leader and follower can lead to feelings of injustice and unfairness in low LMX members. Team members with high LMX Quality are rewarded tangibly, with challenging assignments and training, and intangibly, when it comes to leader's respect and trust (Liden et al., 2000).

2.3 LMX Differentiation

After analysing leader-member exchange theory, it is important to approach the concept of LMX Differentiation. As explained, members of the same team develop different relationships with their leader, characterized by the quality of their exchanges. Therefore, it is commonplace to have a team with various levels of quality exchange relationships, what is called LMX Differentiation: "... a process by which a leader, through engaging in differing types of exchange patterns with subordinates, forms different quality exchange relationships (ranging from low to high) with them. As such, LMX Differentiation refers to a set and outcome of dynamic and interactive exchanges that occur between leaders and members, the nature of which (...) may differ across dyads within a work group" (Henderson et al., 2009; p.519).

This differentiation might be perceived as favourable and fair by high quality LMX members but is also likely to be seen as unjust and inequitable to those with low LMX Quality relationships with the leader (Sherony & Green, 2002). This perception of unfairness amongst low quality LMX member is aggravated if unsupported by transparent evidence of competence between team members. These perceptions will in turn lead to a disliking and worsened communication with the favoured team members, while also aggravating the relationship with the leader himself (Sias & Jablin, 1995).

To further this differentiation between high LMX Quality team members – in-group – and members with low LMX Quality relationships – out-group – research has also shown that co-workers with similar LMX Quality are likely to relate more with one another, meaning that members with high LMX are more likely to also develop a good relationship with each other; while the same thing happens with members with low LMX, as they will develop good relationship amongst themselves as well (Sherony & Green, 2002).

2.4 OPPA

According to Pfeffer (1981), organizational politics are activities that workers do with personal goals in mind, to obtain power or resources within the organization. Such activities are not formally sanctioned, since these behaviours are intrinsic to the context of an organization, and so these actions are also present in most performance appraisal systems and play a role in determining ratings of employees. These political motives are more present when more ambiguity and uncertainty is present in the context of the organization, which is often the case in performance appraisal as it is, more often than not, a subjective evaluation because many jobs cannot be quantified nor evaluated objectively (Ferris & Kacmar, 1992). This subjectivity, in turn, allows the evaluation process to be commanded by the rater's own agenda and political motivations, leaving room for the process to be manipulated by personal goals of the leader such as inflating ratings (to acquire personal benefits, avoid confrontation or to motivate employees) or deflating ratings (to exercise personal power; maintain control or to keep the best performers on his/her team, pressure a subordinate to leave the organization or to "teach them a lesson" (Longenecker et al., 1987). Therefore, it can be said that performance appraisal is a politically driven process since ratings are often influenced by political motives when managers use it for their own personal goals or motivation.

This perceived political agenda in performance appraisal can be influenced by the relationship between the leader and the follower, characterized by the LMX Quality of the relationship. The higher the LMX Quality between the two, the higher will be the trust and commitment, likely leading to lower levels of OPPA, and vice-versa. However, a team is not constituted solely of one leader and one follower, but often, one leader and many followers. "If leaders have different LMX relationships with team members, then the relation between LMX on work outcomes might be based not only on the quality of the relationship with the manager but also on the quality of the relationships the manager has with other members of the work team" (Martin et al., 2018). Therefore, having a leader with different LMX qualities with his/her team members –LMX Differentiation- seems to result in different perceived OPPAs by each of the team members.

Having widely different relationships between the leader and the followers can lead to feelings of ambiguity, which in turn will greatly affect how team members will react to the performance appraisal process. This is the main point of focus. However, this relationship between LMX Differentiation and perceived OPPA can be moderated by other aspects. Mainly, the person himself, and their particular personality, which means looking at what traits diminish, or increase perceived OPPA and in which contexts, with either high or low LMX Differentiation.

In order to have a deeper understanding of how this relationship works, an analysis of two possible moderating factors: Big Five Personality traits and age will follow.

2.5 Big Five Personality Traits

The Five Factor Theory of Personality aims to encompass all the variations of the unique human personalities within five major traits: “If a large number of rating scales is used and if the scope of the scales is very broad, the domain of personality descriptors is almost completely account for by five robust factors” (Digman & Inouye, 1986, p.116). To achieve this, five main factors were developed to categorize personality: Neuroticism; Extraversion; Openness; Agreeableness and Conscientiousness (Costa & McCrae, 1999).

Five Factor Theory stands on four pillars of assumption – knowability, rationality, variability, and proactivity, all of which are implicit in the standard research of personality. *Knowability* (Costa & McCrae, 1999) assumes that personality is an object of scientific study – while some theories are based on generalization and claim the irreducibility of the human nature and condition, Five Factor Theory focuses on the specificities of human personality individually, not in groups. *Rationality* is the assumption that people, in general, and despite intrinsic biases and errors, are capable of perceiving and understanding themselves and others around them – “(...) physicians would not ask their patients to estimate their own white blood cell count, because [they] could not be expected to possess such information. But trait psychologists routinely – and properly – ask people how sociable or competitive or irritable they are and interpret the answers (...)”(Costa & McCrae, 1999, p.141). *Variability* means that people differ and vary from each other in distinct and significant ways. In Five Factor Theory, the focus is not in determining if a person is introverted or extroverted; creative or conventional etc., but instead, these characteristics are two distant opposites in a spectrum. *Proactivity* refers to the assumption that people are not passive in the circumstances of their lives nor are they totally in control of their destinies. However, despite external factors playing a role, the causation of human action should be, first and foremost, sought in the person.

In order to better understand this theory, understanding each of these five major factors/traits is key. Neuroticism is linked to feelings of depression and a tendency to experience more negative emotions, like low self-esteem, pessimistic attitudes, sadness and guilt, among others. Extraversion is related to social skills, a preference for companionship and social stimulation, having multiple friendship and a participation in various social circles like sports or other social clubs. Openness describes a need for variety and change, like having various hobbies

and interests or a liking to travel etc. Agreeableness refers to a willingness to defer to other during interpersonal conflicts, having more forgiving attitudes and stronger cooperation with others. Finally, conscientiousness is linked with a strong sense of purpose and aspiration, leadership and long-term planning (Costa & McCrae, 1999).

2.6 Age and Age Gap

Age can be a useful precursor of various elements in organizational culture, although when it comes to the context of organizational politics, results have differed between studies (Danish, 2009). Despite being a significant predictor of perceived organizational politics, strength and direction of the relationship had been inconclusive, so later studies defended that age should be used as a moderator (Ferris et al., 2002), although even as a moderator, age has had different outcomes.

The accumulated experiences as individuals become older, as well as the organizational skills developed as time passes would have an impact in the way older individuals perceive organizational politics when compared to their younger colleagues (Danish, 2009). Studies conducted investigating the influence of age in organizational politics have indicated that older employees tend to be more receptive towards negative behaviors in the organization, having more experience and better understanding of the problems and situations (Danish, 2009).

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3 Hypotheses Development and Conceptual Model

As it is mentioned before, the main focus is to determine the influence of LMX Differentiation on the perceptions of organizational politics in performance appraisal. Both leaders and followers have internal motivations during the performance appraisal process. Leaders may manipulate the ratings of their team to fulfill their own personal agenda, such as keeping key team members in their team by giving lower grades avoiding promotions or mobility to other teams, or giving rewards to certain subordinates instead of others; subordinates can also have their own personal motivations like promotion and increased pay and may try to influence their supervisor (Graen & Uhl-Bien, 1995). As elaborated earlier, LMX Quality can vary widely between each team member-leader relationship, creating in-groups and out-groups.

The higher the LMX Differentiation, the wider the range of quality between the dyadic leader-member relationships, while low LMX Differentiation characterizes a low variance in the differences between each relationship, meaning that leaders maintain somewhat similar relationship amongst all of their team members. This, in turn, would suggest that higher LMX Differentiation (bigger differences in LMX Quality) may increase perceived organizational politics in performance appraisal since the difference in the treatment of employees of the in-group and the out-group is much more salient. This will increase employees' feelings of unfairness which leads to higher levels of perceived OPPA in both groups. High LMX individuals will perceive the difference in LMX Quality but will have lower perceptions of OPPA, while low LMX individuals will feel unfairly and unjustly treated, leading to higher levels of perceived OPPA (Graen & Uhl-Bien, 1995).

On the other hand, when LMX Differentiation is low, both high and low LMX Quality individuals will have much smaller differences in treatment and are more or less in similar status with the leader, leading to lower perceptions of OPPA. This then leads us to the main hypothesis of this study:

H1 – The higher the LMX Differentiation, the higher the perceived OPPA.

When it comes to each of the Big Five traits, a brief approach of each trait characteristics was made earlier, but for each of them an explanation is required for the moderation hypotheses. Extraversion refers to the extent to which individuals engage with the external world and experience feelings of enthusiasm as well, being more talkative and energetic people. People high on Extraversion are usually more sociable, active and assertive, engaging frequently with their social networks. Extraversion is also linked with higher levels of satisfaction with life and positive feelings (Ali, 2019). Due to the nature of highly-rated individuals in Extraversion being more sociable, the people will be more affected by the quality of their relationship with their leader and the relationships between the leader and other team members, therefore, it is possible to theorize that, when it comes to the moderation of the relationship between LMX Differentiation and OPPA:

H2 - Extraversion moderates the relationship between LMX Differentiation contexts and perceptions of OPPA. Those who are high in Extraversion would perceive higher OPPA when LMX Differentiation is high

Then, for Neuroticism, this is a trait that measures the extent to which individuals experience negative emotions and emotional stability. Furthermore, Neuroticism is associated with negative feelings such as anxiety, depression and impulsiveness – individuals high on Neuroticism also tend to have lower levels of job satisfaction and overall satisfaction with life (Ali, 2019). Being pessimistic, individuals who are high in Neuroticism will have negative feelings about the differences in relationships between the leader and the team members and might see such differentiation with a political reasoning behind them. When it comes to the moderation of the relationship between LMX Differentiation and OPPA, due to the results obtained in previous studies and the negative effects of high levels of Neuroticism:

H3 - Neuroticism moderates the relationship between LMX Differentiation contexts and perceptions of OPPA. Those who are high in Neuroticism would perceive higher OPPA when LMX Differentiation is high.

Being linked with imagination, curiosity and a predisposition for re-examining the *status quo*, people high on Openness are more willing to challenge pre-established notions and ideas and are more creative and innovative (Rossberger & Krause, 2014). Since individuals that rate highly in Openness are more critical, curious and tend to challenge ideas and notions, when it comes to the relationship between LMX Differentiation and OPPA:

H4 - Openness moderates the relationship between LMX Differentiation contexts and perceptions of OPPA. Those who are high in Openness would perceive higher OPPA when LMX Differentiation is high

Agreeableness is a trait linked with individuals who are trustworthy, altruistic and honest. These individuals tend to give more value to cooperation, social harmony and also have a more optimistic view of human nature. This trait can be opposite to Openness, for example, since high Agreeableness is linked with lower level of innovation and creativity. Agreeableness is a trait that largely tends to influence social relationships and interactions – individuals high on Agreeableness tend to better manage their social networks and have better social interactions (Rossberger & Krause, 2014). Since individuals with high-level Agreeableness tend to be more trustworthy and more willing to trust other people, when it comes to this study:

H5 - Agreeableness moderates the relationship between LMX Differentiation contexts and perceptions of OPPA. Those who are high in Agreeableness would perceive lower OPPA when LMX Differentiation is high

For Conscientiousness trait, individuals high on this trait are usually highly competent, persistent, organized and self-disciplined. Individuals high in conscientiousness tend to be dependable, controlled/measured and goal and detail-oriented (Ali, 2019). Being detail-oriented and assuming that people high in conscientiousness pay attention to the differences in relationships between the leader and the team members, looking at the possible moderation of Conscientiousness for this study:

H6 - Conscientiousness moderates the relationship between LMX Differentiation contexts and perceptions of OPPA. Those who are high in Conscientiousness would perceive higher OPPA when LMX Differentiation is high.

When it comes to the possibility of age moderating the main hypothesis, as well as the age gap between the participant and their leader/supervisor – an argument is that older individuals may have a higher perception of OPPA since they are likely to have experienced more political behaviours by their managers than younger individuals and have been more politicized (Danish, 2009):

H7 - Age moderates the relationship between LMX Differentiation contexts and perceptions of OPPA. Older individuals would perceive higher OPPA when LMX Differentiation is high.

When it comes to age gap, the bigger the differences between the ages of the employee and the supervisor, the bigger are also the cultural and social differences between the two, which in turn, could mean higher levels of OPPA when the age gap is larger:

H8 – Age gap between manager and follower moderates the relationship between LMX Differentiation contexts and perceptions of OPPA. Those who have higher age gap with their supervisor would perceive higher OPPA when LMX Differentiation is high.

A summary of these hypotheses is presented in Figure 1.

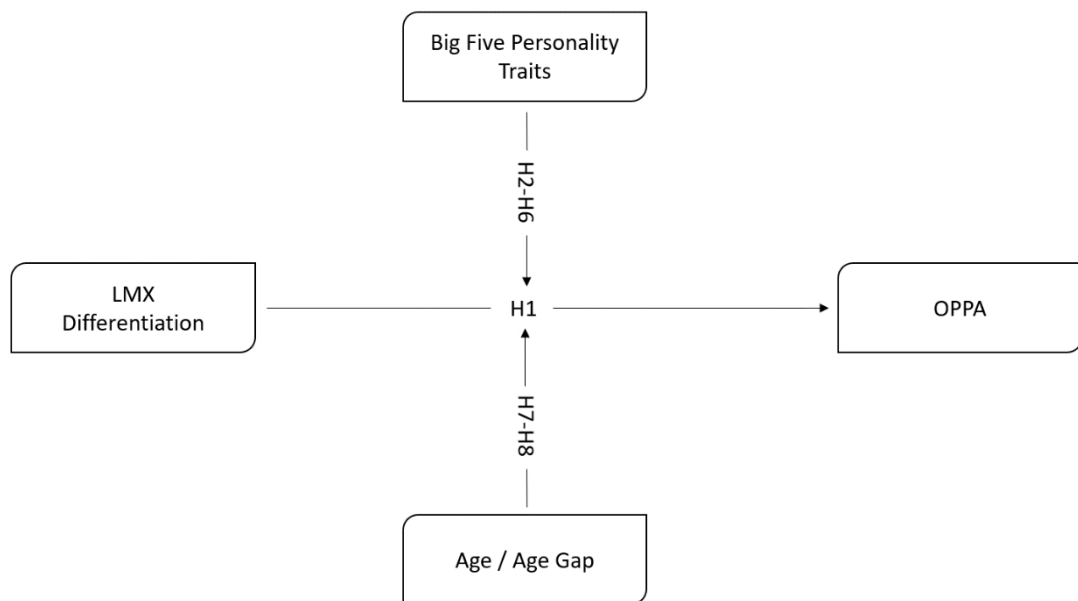


Figure 1 - Model of Study

4 Methodology

Considering the previously presented literature and the goal of this study being the analysis of the effect of LMX Differentiation on organizational politics in performance appraisal, and whether or not personality traits and age moderate this relationship - the objective was to gather participant's previous experience in their professional lives with their leaders/managers and with performance appraisal process and see how their perceptions varied when presented with various scenarios that altered the relationship between themselves and their team members with their leader, named Zé.

4.1 Sample and Procedure

For the purpose of this study, a vignette design was used to manipulate LMX Differentiation and see its effect on perception of OPPA and the moderation effects of Big Five and age.

A vignette study uses a short description of certain scenarios to show respondents to elicit judgments and perceptions about the situation described. This allows us to combine aspects of classical experiments and of regular surveys, to minimize each methodologies' weaknesses. Since traditional surveys are characterized by high levels of external validity, due to their representativeness and multivariate measures, but low level of internal validity. To counteract this, vignette studies combine aspects of classical experimental designs, with high level of internal validity when it comes to active measurements since there is more controlled interventions in this methodology (Atzmüller & Steiner, 2010).

In this regard, multiple scenarios were developed and distributed at random among all of the participants to manipulate LMX Quality and LMX Differentiation (being part of a bigger project, some of the scenarios were grouped together for the purpose of this thesis) - each scenario had the same structure with differences regarding the LMX Quality with the participant, the participant's team in the scenario and the differences between the LMX Quality across the team. Each participant was presented with one scenario and the scenarios were as follows: Scenario 1 described a High LMX Quality scenario with Low LMX Differentiation – the participant and their supervisor Zé, have a good relationship with one another and Zé is also well liked by other team members and has a good relationship with them.

Scenario 2 also described a High LMX Quality relationship between the participant and the supervisor, but also a High LMX Differentiation among the team members. So, the leader treats the participant respectfully and maintains a good relationship with the participant, but the leader would treat the team members differently.

For Scenario 3, a Low LMX Quality and Low LMX Differentiation description was created, where the supervisor had a bad relationship with the participant and with the team as whole.

Finally, Scenario 4 was the same as Scenario 2, in regard to High LMX Differentiation, however in this scenario, the participant had a low quality relationship with the leader.

The survey was constructed and designed using Qualtrics and in terms of distribution of the survey, the main source was sharing through social media, via Facebook, Facebook Messenger, Instagram and LinkedIn. The survey was composed of 23 questions in total (being part of a larger project), with a completion time of around 14 minutes, meant for individual responses and was in Portuguese, in order to avoid any language barriers with the participants, who were overwhelmingly fluent in Portuguese.

The survey opened with a brief explanation of the purpose and goal of the study, a guarantee of confidentiality and anonymity and an explanation regarding the structure of the survey itself. The survey was then divided into 4 sections: 1) questions on Big Five personality traits; 2) Scenario description; 3) questions regarding the scenario, OPPA, LMX Quality and LMX Differentiation; and 4) demographic information of the participants including age. The survey is provided in Appendix B. After the data collection was finished, the data was exported for analysis to IBM SPSS 25 software, after an initial cleaning was done using Microsoft Excel. For the moderation analysis, PROCESS v4.0 macro was used.

In order to maintain the highest quality of data, some measures were taken to clean the data: Firstly, all respondents who failed to complete the survey were removed. This amounted to two hundred respondents being removed, from the initial sample of 334 respondents.

The following step in the data cleaning process was removing respondents who read the scenario too quickly – this resulted in the removal of 12 respondents for skipping the scenario in less than 40 seconds, which was too short for one to be able to read the scenario fully.

After these two initial checks on data quality, three more checks were put in place: Since the survey was meant for people who were currently working, two answers were deleted since they were either students or had never worked; secondly, a manipulation check was used for LMX Quality. Analyzing the data through crosstabs, crossing the High LMX Quality scenarios and

the Low LMX Quality scenarios with the question “How do you characterize your relationship with Zé?”, which had a Likert scale from 1 to 5 (1 – “Poor” and 5 – “Good”). Respondents who read the High LMX Quality scenarios and answered either 1 or 2 (“Poor” and “Slightly Poor”, respectively) were removed from the sample, since they either did not understand the scenario or did not read it all – 3 answers were deleted in this check. The same thing was done for the Low LMX Quality scenarios, this time with answers that characterized the relationship with the supervisor, Zé, as either “Slightly Good” (4) or “Good” (5) – where 2 respondents were removed.

Finally, a similar manipulation check was done for LMX Differentiation. Crossing the High and Low LMX Differentiation scenarios with the question “The quality of the relationship between Zé and the team members are...”, which ask participants about their perception on how Zé relates with the rest of the team member through a Likert scale from 1 to 7 (1 being “Very Similar” and 7 being “Very different”). 2 participants that failed the manipulation check and answered that the relationship between employees and the supervisor were “Similar” (2) in the High LMX Differentiation scenarios, were removed from the sample.

The data cleaning procedure resulted in a total of 113 valid responses collected. From these 113 responses, 29 (25.7%) were male and 84 (74.3%) were female. The average age of the respondents was 31.6 years old with an 11.98 standard deviation. In terms of education level, only 17 people (15.1%) had not attended university (did not have bachelor’s degree, master’s nor doctorate). 54% had a bachelor’s degree; 31 people had a master’s degree (27.4%) and finally 4 had a doctorate degree, which amounts to 3.5% of the sample size. In terms of organizational tenure, the average for the respondents was 5.4 years, with a standard deviation of 8.54; in regard to total years of experience, the average for the sample was 8.61 years with a standard deviation of 11.0 years.

Regarding the respondents’ managers, 51 (45.1%) were male and 62 (54.9%) were female. Meanwhile, the average age of the managers were 43.72 years old with a standard deviation of 9.12 years, while the age gap between the respondents and their manager was, on average, 14.04 years with a standard deviation of 8.60 years.

4.2 Measures

When it comes to the analysis of the data collected, the first step was making sure that the constructs used in the analysis were reliable, by measuring the Cronbach's α for all the constructs used: each of the Big Five personality traits and OPPA as LMX Quality and LMX Differentiation were manipulated using the scenarios.

4.2.1 Big Five Personality Traits

As presented before, the Big Five Personality Traits theory, defines five major personality traits to try to consider all possible variations in one's personality in each of the five traits: neuroticism; openness; agreeableness; conscientiousness and extraversion. Based on John and Srivastava (1999), there are various items for each of the five traits (eight for Extraversion, nine for Agreeableness, nine for Conscientiousness, eight for Neuroticism, and ten for Openness) in order to assess as accurate as possible a person's rating in each of them. However, in an effort to make the survey more accessible and short enough for the participants to retain interest and finish it, 3 questions were chosen at random (excluding the reverse items) for each of the five traits. Respondents were asked to measure on a Likert scale, from 1- Totally Disagree to 5- Totally Agree, their opinion regarding their own characteristics.

4.2.1.1 *Extraversion*

Questions related to this construct, like mentioned before, were constructed using a Likert scale from 1 to 5 ("Totally Disagree" to "Totally Agree") and included the questions "I see myself as someone talkative"; "I see myself as someone who is full of energy" and "I see myself as someone extroverted and sociable".

For this scale Cronbach's α value was .69, which demonstrated a good reliability for the Extraversion measurement.

4.2.1.2 *Agreeableness*

For Agreeableness, another 3 items were picked at random and used for this survey, which included: "I see myself as someone altruistic/that helps others"; "I see myself as capable of forgiving others" and "I see myself as someone who enjoys working with others".

The Cronbach's α reported for Agreeableness was .31, which is a value much below the recommended value. Trying to remove items to improve the reliability, the highest value that could be reached was .35. Therefore, the decision was made to remove this variable from the study.

4.2.1.3 *Consciousness*

Consciousness was created on the basis of 3 questions: “I see myself as someone that does a thorough job”; “I see myself as someone reliable” and “I see myself as someone that perseveres to achieve goals”.

Similar to the previous construct “Agreeableness”, the Cronbach’s α for Consciousness was too low to keep the variable for the analysis that followed (.49). Removing one of the items would not improve the reliability, so this variable was also removed.

4.2.1.4 *Neuroticism*

For this construct, the 3 items used were “I see myself as someone sad/pessimistic”; “I see myself as someone temperamental” and “I see myself as someone that gets nervous easily”.

In analyzing the Cronbach’s α for this construct, the decision was made to remove one of the items to improve the initial value (.51), to .68, and keep the variable for the upcoming analysis.

4.2.1.5 *Openness*

Finally, regarding Openness, it was constructed using the items “I see myself as someone original/that new/different ideas”; “I see myself as someone curious” and “I see myself as someone inventive”.

Much like Neuroticism, Openness’s Cronbach’s α was slightly low (.55) but removing one of the items improved that number to .69, which allows us to maintain the variable for the analysis.

4.2.2 **Organizational Politics in Performance Appraisal**

After analyzing the reliability for each of the Big Five Components, the same must be done with OPPA, to guarantee the analysis is using reliable measures.

To measure each participant’s perceived OPPA, 11 questions were used from Tziner, Latham, Price and Haccoun (1996), asking participants to measure the likelihood, from 1 – “Very Unlikely” to 6 – “Very Likely”, of Zé (their manager in the scenario) having the following attitudes or behaviors during the performance appraisal process: “Avoid giving performance ratings that may antagonize employees (i.e. low ratings)”; “Give low performance ratings because he/she fears that the employees will try to be transferred to another boss”; “Inflate performance ratings of those employees who are able to procure him/her special services, favors or benefits”;

"Inflate performance ratings of employees who have access to valuable sources of information"; "Give performance ratings that reflect in part his/her personal liking or disliking of the employees"; "Give performance ratings that are affected by the extent to which employees are perceived as sharing the same basic values as he/she does"; "Give performance ratings to employees that are affected by their ability to inspire their enthusiasm to him/her"; "Give performance ratings that will make him/her look good to his/her superiors" and "Give performance ratings that reflect the quality of the supervisor-employee personal relationship throughout the rating period (e.g., tense-relaxed, trusting-distrusting, friendly-hostile)".

The Cronbach's α for the average OPPA was .81 which allows us to keep the variable for analysis. More details on reliability checks are provided in Appendix A.

4.2.3 Age Gap

For age gap, respondents were asked about their manager's age and calculated the gap between both in absolute values, which was then used for testing the moderation of LMX Differentiation and OPPA.

5 Results

5.1 Descriptive Statistics and Correlations

Analyzing Table 1, we can find the means, standard deviation and the correlations between all analyzed variables. As expected, the correlation between LMX Differentiation and OPPA is significant and positive ($r=.227$; $p=.016$). Interestingly, there is a significant negative correlation between OPPA and Employee/Manager Gender Similarity ($r=-.275$; $p=.003$).

Correlations between all Big Five Traits which we kept for analysis were also found, however, no significant correlation was found between them (Extraversion, Neuroticism and Openness) and LMX Differentiation nor OPPA. Significant and negative correlations between Neuroticism and Extraversion ($r=-.224$; $p=.017$), and between Openness and Extraversion, this one being positive however ($r=.232$; $p=.013$) are identified. Still analyzing Neuroticism, a negative and significant correlation with age ($r=-.263$; $p=.005$), and the same with Gender ($r=-.270$; $p=.004$) are seen.

5.2 Linear Regression and Moderation Analysis

When it comes to the linear regression and moderation analyses, several steps and analyses were made with the goal of gaining a deeper understanding of the variables and relationships at play, all of which can be seen from Table 2.

The first model was created using the control variables used in the previous table (Age; Age Gap; Gender and Employee/Manager Gender Similarity) and LMX Differentiation, which, in turn, yielded a significant adjusted R^2 for perceptions of OPPA (.102); LMX Differentiation also has a significant coefficient of .117 – this means that the main hypothesis (H1) is supported since, controlling all other variables, on average when LMX Differentiation perception increases by 1 unit, perceived OPPA also increases by .117; finally Employee/Manager Gender Similarity is also a predictor of OPPA with an effect size of -.401.

Models 2.a and 2.b were created to test the moderation effect of Extraversion step by step; by adding Extraversion to the Model 2.a and adding the interaction term between LMX Differentiation and Extraversion in Model 2.b. As is shown, the coefficient of the interaction term is not significant, meaning the hypothesis that Extraversion moderates the relationship between LMX Differentiation and OPPA (H2) is not supported. In Model 2.a LMX Differentiation and Employee/Manager Gender Similarity, like in Model 1, are the only two significant results,

Table 1 - Descriptive Statistics and Correlations

	Mean	Std. Deviation	1	2	3	4	5	6	7	8
1.Extraversion	4.05	.73								
2.Neuroticism	2.85	1.10	-.22*							
3.Openness	3.69	.75	.23*	-.18						
4.OPPA	3.95	.72	-.15	.05	-.08					
5.LMXD	4.08	1.44	-.17	.00	-.01	.23*				
6.Age	31.66	11.98	.01	-.26*	.06	.11	.02			
7.Age Gap	14.04	8.60	-.07	.11	.08	-.02	-.06	-.5**		
8.Gender	1.74	.44	.02	-.27**	.04	-.00	-.09	.13	-.18	
9.Employee/Manager Gender Similarity	1.41	.49	-.02	.03	-.03	-.28**	.02	-.02	-.07	-.00

* Correlation is significant at the .05 level (2-tailed)

** Correlation is significant at the .01 level (2-tailed)

Gender is coded as 0=Female; 1=Male

Employee/Manager Gender Similarity is coded as 0=Different Gender; 1=Same Gender

with coefficients of .106 ($p < .05$) and $-.404$ ($p < .01$) respectively. Overall, Model 2.a has an adjusted R^2 value of .109. For Model 2.b, only Employee/Manager Gender Similarity yields significant results ($B = -.386$; $p < .01$), while the model itself has a R^2 value of .159.

For Models 3.a and 3.b, the same logic applies from before: Model 3.a now includes Neuroticism, while Extraversion was removed, and Model 3.b contemplates the interaction between LMX Differentiation and Neuroticism. In Model 3.a once again, LMX Differentiation and Employee/Manager Gender Similarity have significant effect sizes, .118 and $-.404$ respectively; Adjusted R^2 value for Model 3.a is .103. For 3.b, only Employee/Manager Gender Similarity still maintains a significant coefficient ($-.412$), while the interaction between LMX Differentiation and Neuroticism yields no significant results, therefore, the hypothesis that Neuroticism moderates the relationship between LMX Differentiation and OPPA (H3), is not supported; Model 3.b's R^2 is .161.

Openness is included in Models 4.a and 4.b, where the same logic as before applies. For Model 4.a, again, LMX Differentiation and Employee/Manager Gender Similarity yielded significant coefficients, .116 and $-.412$ respectively, while the adjusted R^2 for this model is .102. When it comes to Model 4.b, Employee/Manager Gender Similarity maintains its significance, this time of $-.412$, while no significant results are found with LMX Differentiation nor with the interaction of LMX Differentiation and Openness, which does not support the hypothesis that Openness moderates the relationship between LMX Differentiation and OPPA (H4); for this model, R^2 is .154.

Model 5 includes all 3 previous personality traits (Extraversion, Neuroticism and Openness), and the initial control variables, plus LMX Differentiation. Employee/Manager Gender Similarity and LMX Differentiation maintain significant coefficients in this model as well ($B = -.408$; $p < .01$ and $B = 1.09$; $p < .05$ respectively), whilst the adjusted R^2 of the model is .100.

The final two models, Model 6 and 7, concern Age and Age Gap respectively, while the Big Five traits were removed. Employee/Manager Gender Similarity coefficient is significant for both models, $-.449$ in Model 6 (Age) and $-.408$ in Model 7 (Age Gap), while LMX Differentiation's coefficient is only significant in Model 6 ($B = .367$; $p < .05$). For Model 6, $R^2 = .168$ and $R^2 = .147$ for Model 7. Neither interaction between LMX Differentiation and Age nor LMX Differentiation and Age Gap are significant in this model, therefore, hypotheses H7 and H8 are not supported.

Since Agreeableness and Conscientiousness were removed from analysis due to the lack of internal consistency (Cronbach's α), hypotheses H5 and H6 were not tested.

Table 2 – Linear Regression and Moderation Analyses on OPPA

Variables	Model 1	Model 2.a	Model 2.b	Model 3.a	Model 3.b	Model 4.a	Model 4.b	Model 5	Model 6	Model 7
Constant	3.388 (.390)	3.930 (.556)	3.290 (1.36)	3.117 (.468)	3.765 (.663)	3.686 (.495)	4.401 (1.04)	3.818 (.718)	2.445 (.065)	3.783 (.565)
1. Age	.009 (.007)	.008 (.007)	.008 (.006)	.010 (.008)	.009 (.006)	.009 (.007)	.008 (.006)	.010 (.008)	.042 (.020)	.006 (.006)
2. Age Gap	.004 (.008)	.003 (.008)	.003 (.009)	.005 (.008)	.004 (.009)	.004 (.008)	.004 (.009)	.004 (.008)	.004 (.009)	-.019 (.028)
3. Gender	.015 (.151)	.015 (.151)	.014 (.151)	.058 (.157)	.040 (.156)	.020 (.151)	.016 (.151)	.046 (.157)	-.023 (.150)	.018 (.151)
4. Employee/Manager Gender Similarity	-.401** (.131)	-.404** (.131)	-.386** (.136)	-.404** (.131)	-.412** (.131)	-.405** (.131)	-.412** (.132)	-.408** (.131)	-.449** (.133)	-.408** (.132)
5. LMXD	.117* (.045)	.106* (.046)	.259 (.274)	.118* (.045)	-.026 (.131)	.116* (.045)	-.042 (.222)	.109* (.046)	.367* (.144)	.042 (.102)
6. Extraversion		-.121 (.089)	.038 (.294)					-.093 (.046)		
7. LMXD X Extro			-.037 (.065)							
8. Neuroticism				.065 (.063)	-.146 (.190)			.043 (.065)		
9. LMXD X Neuro					.051 (.043)					
10. Openness						-.084 (.085)	-.273 (.268)	-.053 (.089)		
11. LMXD X Open							.004 (.009)			
12. LMXD X Age									-.009 (.005)	
13. LMXD X Age Gap										.005 (.006)
Adjusted R ²	.102**	.109**		.103**		.102**		.100*		
R ²	.142**	.157**	.159**	.151**	.161**	.150**	.154*	.164*	.168**	.147**
N	113	113	113	113	113	113	113	113	113	113

Gender: 0=Female; 1=Male
B values; (std. deviation)

Employee/Manager Gender Similarity: 0=Different Gender; 1=Same Gender
*p<.05 **p<.01

6 Discussion

For this study, the objective was to investigate the relation between LMX Differentiation and OPPA, as well as understanding how different personality traits could also moderate this relationship, using the Big Five personality traits to assess scores in each of the traits, and finally looking also at the possible moderation effects of age and age gap between employee and manager.

Regarding the first and main hypothesis, a positive significant effect was seen between LMX Differentiation and OPPA, which supports the first hypothesis that the higher the LMX Differentiation, the higher the perceived OPPA. This is consistent with the previous research already presented before (Martin et al., 2018).

Since high LMX Differentiation scenarios describe highly contrasting relationships between the leader and employees, the higher the differentiation, the more significant and apparent the difference of treatment will be, meaning that, especially employees with low LMX Quality (but not exclusively) will feel they are unfairly treated, equally increasing the perceived OPPA. While employees high on LMX tend to perceive the performance appraisal process as more just and fair, since they maintain a high level of trust with their supervisor and a more positive relationship, the opposite happens with low quality LMX members that, due to the nature of their relationship with the leader, perceive the performance appraisal process as less fair, meaning an increase in perceived OPPA, which, in turn, is aggravated by the differences between the various leader-member exchanges – LMX Differentiation (Graen & Uhl-Bien, 1995).

It is inevitable for team members to compare the quality of their relationship with their supervisor with the rest of their colleagues – since they share so many different traits and situation – they have the same supervisor, usually the same skillset, tasks and competencies, which confronts employees with the difference in treatment amongst each other despite sharing the same initial conditions and context (Martin et al., 2016). This is the initial assumption for the hypothesis: Since employees are always going to compare their situation and position to others in similar situations, the more differences they perceive amongst team members in the treatment they receive from and the relationship they have with the leader, the more those comparisons will be aggravated and, in turn, perceptions of unfairness, injustice and OPPA would increase.

However, it is not only the comparison between team members that are inevitable. LMX Differentiation itself is an unavoidable reality of every organization and teams. Not only because the uniqueness of each individual, be it a team member or a leader, will influence how the relationship between leader-follower develops, but also due to the fact that leaders (and followers) have a limited amount of time and resources to allocate and distribute between every team member. Also, not all followers have an interest in having a high LMX Quality relationship with the leader, since maintaining such relationship requires much higher levels of effort, time and trust (Anand et al., 2011). This study differs and adds on top of previously conducted research, since the focus was on determining the influence of LMX Differentiation, and not LMX Quality, on perceived OPPA – where a significant relationship between the two was found.

Looking as well at the control variables, we see a significant relationship between Employee/Manager Gender Similarity and OPPA. The Employee/Manager Gender Similarity variable was created by comparing employee gender and the gender of their manager. Based on the finding of this dissertation, when employees have the same gender as their manager, their perceived OPPA decreases. Studies have been conducted to search for biases based on sex and stereotypes of women – results of such studies show a discriminatory bias behavior by male occupied managerial positions against a smaller proportion of female occupied managerial positions, as well as perceptions of a “good” manager being linked to male leaders (Hofstede et al., 1993). These differences of gender in performance appraisal are not new, and have also been identified before, where discrepancies in accurately assessing performance were found – women tended to, for example, significantly underrate their performance and recall more task failure than had occurred in reality, in “male-typed tasks”, while in “feminine gender-typed tasks”, these differences were not observed (Beyer, 1990).

Male employees in sales and marketing companies also tended to overrate and overestimate their own performance when compared to their female counterparts and, when it comes to managerial positions, female managers tended to rate themselves lower than male managers, as well as self-assessing themselves lower than their own bosses’ rating (Fletcher, 1999).

Gender-related issues in organizational politics are also often related to the use of power tactics by each sex – this conflict of interests pushes each sex to identify with its own, creating two “factions”(Bodla & Danish, 2008). Individuals in an organization also tend to view the political characteristics of their own sex more favorably than those of the opposite sex. More

importantly to the context of OPPA and the results found in this study, studies have found that political behaviors, when exhibited by a person of the same sex, were perceived as more favorable by that gender (Bodla & Danish, 2008).

The research conducted involves both differences in performance appraisal and perceived organizational politics in performance appraisal, giving us a good idea of the effect that gender differences can have in both settings (performance appraisal and political behaviors). The findings confirm previous studies results when it comes to perceived political behaviors, since a decreased perception in OPPA when participants share the same gender as their supervisors is observed.

Looking at the Big Five Personality Traits, as discussed before, no significant moderation effect was found, which could mean one of the two things: 1) either personal characteristics do not have a significant impact in the relationship between LMX Differentiation and perceptions of OPPA or, 2) looking at some of the Cronbach's α results, some limitations may have been encountered when creating these variables (which is more likely) – something that will be explored further in the next section.

Finally, regarding Age and Age Gap, looking at Table 1, and analyzing the mean and standard deviation of the variables: the average age of the participants was 31.66 years old with a standard deviation of almost 12 years – this shows a somewhat high range of ages from late teenagers to young adults, which is expected considering the distribution process through social media. The same goes for Age Gap, the average for this variable was around 14 years with a standard deviation of 8.6 years, which also shows a wide-ranging variety between participant's age and their supervisor. However, as indicated previously, no significant results were seen when it comes to the moderation of the relationship between LMX Differentiation and OPPA, hence it can be argued that, for the age group and age gap gathered, age and age gap are not significant moderators – meaning that leaders should not be concerned, when it comes to OPPA, with young employees or with the age gap between themselves and their team members.

6.1 Limitations

For this study, the biggest limitation faced was regarding the Big Five Personality Traits assessment. In order to keep the survey within a reasonable time to be completed, 3 items per trait were picked – when there are a total of 12 questions per trait. This was a necessary trade

off due to size of the survey, which decreased the internal consistency of the Big Five variables – including removing Agreeableness and Consciousness due to the low Cronbach's α result.

Also, limiting the research would be the sample size – 113 total valid answers out of an initial 334 respondents. As previously presented, a total of 200 respondents were removed due to incomplete answers, which could indicate the survey itself was overly long and most participants did not have the time or interest to finish it.

Like mentioned previously, the sample only included individuals up to around 40-45 years of age, which means there is less variability in the age and the age gap in the data gathered, which, in turn, would explain the results regarding the moderation of age and age gap on LMX Differentiation and OPPA.

6.2 Suggestions for Future Research

In terms of possible future research, a deeper focus in the analysis of the Big Five influence on LMX Differentiation and OPPA would be an important asset in determining and assessing the weight of this possible moderation – due to the limitations felt in the study regarding number of questions used for each trait, a study focused more heavily in these variables could make sense to study and understand a new perspective, interaction and moderation of the LMX Differentiation and OPPA relationship that is worth analyzing.

Despite the initial hypothesis and theorizing not including Gender or Gender Differences/Similarity between employees and supervisors, we found a significant coefficient in the relationship between Employee/Manager Gender Similarity and OPPA. Based on this, a study focused on this relationship would be very interesting and would add on top of previous research, both focused on organizational politics, performance appraisal and LMX.

Finally, regarding the possible influence of age and age gap between member and leader, a closer inspection into older age groups and more distant gaps could also be a useful analysis to be done in the future.

6.3 Practical Implications

This study suggests, in practical terms, that leaders should, as much as possible, try to reduce the differences in the relationship quality they maintain with their team members. As approached before, maintaining an equal quality relationship with every follower is very

difficult, if not impossible, but trying to maintain a balanced relationship with all team members would reduce the perceptions of OPPA which, in turn, increases the effectiveness of the performance appraisal process as a whole since ratees will be more receptive to feedback and to take actions from it. As an effort to reduce these perceptions of OPPA and of LMX Differentiation, supervisors should provide a clear reasoning, based on performance, when providing their feedback to their members.

Based on the finding of this study that gender similarity reduces the perception of OPPA, it is important for supervisors, when dealing with the opposite sex, to pay closer attention and conduct the performance appraisal process with extra care, reinforcing the objectiveness of the process and guaranteeing that the ratee feels just and fairly treated.

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7 Conclusion

Concluding, the study presented focused on the influence that LMX Differentiation can have on perceived OPPA – we found significant results between both concepts, meaning leaders should make an effort to minimize the differences in the exchanges and treatment between team members, as manager’s different behavior with their team will have an impact and undermine the effects of the performance appraisal.

Likely due to limitations, Big Five personality traits had no moderation effects as initially argued – although a deeper analysis on the possible moderation effects of these traits is recommended.

When it comes to age and age gap, also no moderation effects were found, although the data collected could have a higher variability of age and age gap – which could be further investigated in the future with older age groups and bigger age differences.

Finally, although not initially considered in the literature review nor hypothesized, a significant effect was found between Employee/Manager Gender Similarity and OPPA, meaning that when individuals and their manager have the same gender, OPPA perceptions are lower. This is useful information for leaders to have, since when conducting the performance appraisal process, a more careful approach should be in order to minimize any possible political interpretations by the team members.

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9 Appendices

9.1 Appendix A - Reliability Analysis

9.1.1 Extraversion

Table 3 - Reliability Statistics for Extraversion

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,693	,706	3

Table 4 - Item-Total Statistics for Extraversion

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Extro_1	8,26	2,050	,524	,432	,601
Extro_2	8,21	3,008	,357	,188	,772
Extro_3	7,87	2,438	,701	,508	,389

9.1.2 Agreeableness

Table 5 - Reliability Statistics for Agreeableness

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,307	,297	3

Table 6 - Item-Total Statistics for Agreeableness

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Agree_1	8,19	2,010	,098	,010	,351
Agree_2	8,81	1,212	,202	,048	,161
Agree_3	8,35	1,409	,224	,052	,109

9.1.3 Consciousness

Table 7 - Reliability Statistics for Consciousness

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,485	,536	3

Table 8 - Item-Total Statistics for Consciousness

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Consc_1	9,08	1,128	,347	,129	,333
Consc_2	8,35	2,231	,342	,117	,444
Consc_3	8,87	1,348	,334	,118	,335

9.1.4 Neuroticism

Table 9 - Reliability Statistics for Neuroticism

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,513	,510	3

Table 10 - Item-Total Statistics for Neuroticism

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Neuro_1	6,53	3,501	,446	,269	,203
Neuro_2	5,70	4,873	,151	,024	,676
Neuro_3	5,52	3,591	,415	,262	,260

9.1.5 Openness

Table 11 - Reliability Statistics for Openness

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,554	,525	3

Table 12 - Item-Total Statistics for Openness

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Open_1	8,14	1,373	,417	,287	,364
Open_2	7,38	2,291	,162	,070	,690
Open_3	8,21	1,097	,562	,328	,068

9.1.6 OPPA

Table 13 - Reliability Statistics for OPPA

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,811	,813	11

Table 14 - Item-Total Statistics for OPPA

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OPPA_1	39,98	60,732	,029	,359	,837
OPPA_2	39,96	55,043	,319	,232	,811
OPPA_3	39,56	47,927	,675	,758	,773
OPPA_4	39,52	48,716	,620	,709	,779
OPPA_5	39,12	49,502	,670	,625	,775
OPPA_6	39,05	52,908	,579	,501	,787
OPPA_7	39,17	50,891	,694	,595	,776
OPPA_8	39,13	49,580	,643	,544	,778
OPPA_9	39,21	52,687	,564	,541	,788
OPPA_10	39,79	58,883	,132	,380	,827
OPPA_11	39,75	54,849	,384	,267	,804

9.2 Appendix B - Survey

Caro/a participante,

Obrigado por aceitares participar neste questionário sobre a tua experiência pessoal no trabalho.

Este estudo faz parte de um projeto maior, a ser conduzido pelas investigadoras mencionadas abaixo. O objetivo deste estudo é obter um melhor entendimento acerca da maneira como vários eventos que ocorrem no trabalho, na relação com os colegas e supervisores influenciam como os indivíduos reagem e pensam acerca dos mesmos.

Os dados recolhidos das tuas respostas serão apenas usados para o propósito deste estudo, e todas as respostas são completamente **confidenciais** e será garantido o **anonimato**. A tua participação neste estudo é totalmente voluntária. No entanto, por favor considera que a tua participação é essencial para o sucesso deste projeto e, portanto, agradecemos desde já a tua ajuda.

Por favor lê com atenção as instruções e sê honesto/a nas tuas respostas.

Na primeira parte, iremos perguntar algumas questões básicas sobre ti e a tua experiência no trabalho. Na segunda parte, encontrarás um curto texto a descrever uma situação simples e comum no trabalho. De seguida, iremos perguntar algumas questões sobre esta situação e como te sentes e pensas acerca da mesma, imaginando que és o/a protagonista.

Peço que apenas respondas ao questionário se estiveres atualmente a trabalhar.

Este questionário demorará à volta de **10 minutos** para completar.

Se tiveres alguma questão, por favor não hesites em contactar-nos:

- Duarte Amaral (Master Student at ISCTE-IUL) – dmrla@iscte-iul.pt

- Professor Atieh Mirfakhar, PhD, Iscte - Instituto Universitário de Lisboa, Lisbon, Portugal - atieh.mirfakhar@iscte-iul.pt

- Professor Silvia Dello Russo, PhD, Toulouse Business School, Toulouse, France - s.dellorusso@tbs-education.fr

Caso concordes em participar neste estudo, clica na seta abaixo.

Por favor responde a cada uma das seguintes afirmações usando a escala 1=Discordo Muito a 5=Concordo Muito.

Vejo-me como alguém...

	Discordo muito	Discordo um pouco	Não discordo nem concordo	Concordo um pouco	Concordo muito
Falador	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Que faz por ajudar os outros; altruísta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Que faz um trabalho minucioso	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Triste; pessimista	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Original; com ideias novas/diferentes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cheio de energia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capaz de perdoar outros	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De confiança (enquanto trabalhador)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Temperamental	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Curioso sobre várias coisas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Extrovertido; sociável	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Que gosta de trabalhar com outros	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Persevera até atingir os objetivos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Que fica nervoso facilmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inventivo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Como caracterizarias a tua relação com o/a teu/tua chefe?

Má

Algo Má

Normal

Algo Boa

Boa

Lê o seguinte texto e **imagina** que és o/a protagonista da história.

Tu és um colaborador na Synbus uma empresa internacional que vende um software de Recursos Humanos (RH) que permite às empresas analisar o horário dos colaboradores, presenças, processamento salarial e benefícios.

Tu fazes parte do departamento de Vendas & Marketing numa equipa que consiste de 5 membros – o Carlos, a Maria, o Paulo e a Catarina. Todos vocês estão ao encargo do/a Zé, o/a vosso/a chefe.

Tu tens uma relação profissional muito boa com o/a Zé, e todos os teus colegas de equipa também.

Zé vê que estás disposto a dar um esforço e contributo extra, e fazer coisas que vão para além das tuas funções. Frequentemente, acabas por fazer tarefas que ajudam o/a Zé a atingir os objetivos do trabalho, tal como o restante da equipa também ajuda o/a Zé, mesmo que isso vos faça trabalhar durante o fim de semana ou durante as férias. O/A Zé parece confiar em ti, e nos restantes membros da equipa, e depende de todos vocês nas situações difíceis. Por essa razão, estão todos dispostos a trabalhar ao máximo pelo/a Zé.

O/A Zé delega-te tarefas interessantes e dá-te autonomia na tomada de decisão. Recentemente, cometeste um erro inocente, e o/a Zé defendeu-te em frente dos gestores seniores, mesmo que o/a Zé não estivesse ciente de todas as razões que levaram ao erro quando os gestores pediram uma explicação. Na tua opinião, o/a Zé é um dos/as melhores comerciais na empresa. O/A Zé está disposto a despende o seu tempo pessoal para dar a ti e aos teus colegas dicas e ajuda em como adquirir e gerir os clientes. Vocês admiram o conhecimento do/a Zé e as suas competências. Um dia, esperas liderar a tua própria equipa de comerciais e olhas para a estratégia de marketing do/a Zé como um exemplo a seguir.

Todos os membros de equipa se dão bem com o/a Zé. Frequentemente encontram-se em conversas informais e acham que trabalhar com o/a Zé é engraçado e divertido. O/A Zé tem uma atitude amigável e relaxada e convida todos os membros da equipa para eventos de socialização. O/A Zé é o tipo de pessoa que gostarias de ter como amigo/a, e estás a fazer um esforço para conhecer melhor o/a Zé. Os restantes membros da equipa partilham a mesma opinião acerca do/a Zé.

Esta semana dá-se a avaliação de desempenho anual. Todos os colegas da tua equipa já têm uma reunião agendada com o/a Zé para discutir os objetivos e projetos do ano passado, bem como os sucessos e falhas relacionadas com os mesmos. Tu pessoalmente, tal como todos os seus colegas, estás ansioso para receber o feedback do/a Zé e a sua avaliação da tua prestação individual.

As questões que se seguem são sobre a situação que acabaste de ler e como achas que te irias comportar nesse contexto. Por favor responde a todas as questões com as escalas que se apresentam:

Como é que caracterizarias a tua relação profissional com o/a Zé?

Negativa

Mais ou menos negativa

Normal

Mais ou menos positiva

Positiva

Comparado com os outros colegas que trabalham com o/a Zé, como caracterizarias a qualidade da tua relação profissional com o/a Zé?

Muito pior que os restantes

Pior que os restantes

Normal

Melhor que os restantes

Muito melhor que os restantes

A qualidade das relações que o/a Zé tem com os membros da equipa são...

Muito diferentes

Diferentes

Ligeiramente diferentes

Ligeiramente parecidas

Parecidas

Muito parecidas

Na tua opinião, quão provável achas que o/a Zé – enquanto avaliador(a) – vai ter os seguintes comportamentos quando for avaliar o desempenho de cada um dos membros da sua equipa?

	Muito Improvável	Improvável	Algo Improvável	Algo provável	Provável	Muito Provável
Evitar dar notas de desempenho que possam antagonizar os membros	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dar notas de desempenho mais baixa de modo a manter os melhores trabalhadores na sua equipa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inflacionar notas de desempenho dos membros que lhe possam dar serviços, favores ou benefícios especiais	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inflacionar notas de desempenho a membros que tenham acesso a fontes valiosas de informação	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dar notas de desempenho que reflitam, em parte, a opinião pessoal que tem (negativa ou positiva) acerca dos membros	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dar notas de desempenho que são afetadas pela sua perceção acerca dos valores que partilha com os membros da equipa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dar notas de desempenho que são afetadas pela capacidade dos membros da equipa em inspirar entusiasmos no/a Zé	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dar notas de desempenho que deem boa imagem do/a Zé aos seus supervisores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dar notas de desempenho que reflitam a qualidade da relação pessoal com os membros da equipa (tenso-relaxado; confiança-desconfiança; amigável-hostil)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evitar dar notas de desempenho que possam ter consequências negativas no membro da equipa (despedimento; não receber bónus; não-promoção...)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inflacionar notas de desempenho para maximizar as recompensas para os seus membros de equipa (aumento salarial; promoções; mérito)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Nesta secção, por favor providencia-nos com a seguinte informação sobre ti:

Título Profissional

Departamento

Género

Masculino

Feminino

Prefere não dizer

Idade

Nível de escolaridade (concluído)

Secundário

Licenciatura

Mestrado

Doutoramento

Há quanto tempo estás na tua organização?

Anos total de experiência?

Há quanto tempo trabalhas com o teu atual supervisor?

Qual a idade do teu supervisor? (aproximadamente)

Qual o género do teu supervisor?

Masculino

Feminino