

Effects of Performance Appraisal Politics on Job Satisfaction, Turnover Intention and Loyalty to Supervisor Study With Reference to the Telecom Organizations of Pakistan

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Abstract

Previous studies have shown that performance ratings are intentionally modified by the appraisers having different motives especially political and the politics in performance appraisal have different impacts on the job outcomes of the employees. The current study explains the impacts of performance appraisal politics on job satisfaction, turnover intention and loyalty to supervisor (i.e. appraiser) as perceived by the employees of telecommunication organizations of Pakistan. The data was collected from the white-collar employees (N=207) of Telecommunication organizations of Pakistan and the results of regression analysis concluded that the political motives of the appraisers during performance appraisal process causes in reduced job satisfaction and loyalty of supervisor and increased turnover intentions of the employees.

Keywords: *Perceived performance appraisal politics, organization politics, job satisfaction, employee turnover, loyalty to supervisor.*

Introduction

The cellular services industry of Pakistan deals with over 105 million¹ users today and it grew with a rapid growth rate in the past decade. The major reason behind the rapid growth of the industry was the demanding services and better communication facilities it provided to the users. There is a high competition between the cellular service companies in Pakistan which results in benefit to the users in terms of pricing, services and facilities they provide. Being such a huge industry of Pakistan its contributions in the national exchequer is more than Rs 100 billion¹ from many years. According to Pakistan Telecommunication Authority the share of the industry in foreign direct investment to Pakistan was more than 50 percent in the year 2005-06 and in the year 2009-10 the foreign direct investment share of the industry was more than 15 percent of the total. In year 2006-07 the investment in the cellular industry of Pakistan was \$ 2,584.50 million¹ and it decreased to \$ 908.8¹ million in year 2009-10. The revenue generated by the cellular industry of Pakistan in year 2009-10 was \$ 236,047 million¹.

¹www.pta.gov.pk

The statistics discussed above are significant to prove the importance of the industry to Pakistan and the stake holders of the industry. According to PTA the cellular services providing companies in Pakistan are: 1) Pakistan Mobile Company Limited (Mobilink), 2) CMPak Limited (Zong), 3) Telenor Pakistan Limited, 4) Warid Telecom Limited, and 5) Pakistan Telecom Mobile Company. Having more than 50 percent of the country's population as their users, these cellular companies tend to practice good corporate cultures for all the stake holders. These companies share a very high level of competition among them so they focus a lot on their customers, stake holders and especially employees.

All the companies pay a lot of attention on their employees to gain the competitive advantage and HR practices play an important role in gaining that competitive advantage through employees. Among many HR practices and functions, an important function of HR is keeping the track of employees' performance within the organization which is generally known as the performance appraisal of the employees.

Dulebohn and Ferris (1999) affirmed that organizational researchers emphasized a lot on the investigation of performance appraisal as a key element of human resource management. There is no doubt that all the organizations want their employees' to perform well on their jobs and they carry out performance appraisal to judge how well their employees are performing.

In this regard, the organizations must assure that the performance appraisal process is fair and it concludes the fair results about the performance of the employees. The performance appraisal can be used as an effective managerial decision tool if its results are providing the accurate information about the performance of employees (Poon, 2004). The accuracy of the information provided by the appraiser or rater remains doubtful in the presence of politics involved in giving ratings during the performance appraisal process. The appraisers intentionally alter the appraisal results for their own interests and according to Longenecker et al., (1987) the ratings and results of the appraisal are changed for political reasons.

Reviewing the performance appraisals, many decision and actions are taken by the management such as giving rewards to the employees such as promotions for having good performance ratings or may be punishing employees having bad performance ratings. Furthermore, the biased ratings either positive or negative by the appraisers i.e. the politics involved in the performance appraisal will affect the management decisions about punishing or rewarding an employee. The perceptions of employees about the ratings and the politics will be discussed in the study which may affect the job satisfaction level of the employees, loyalty to supervisor or appraiser and the employees' intention to quit their job. Poon, (2004) referred several studies (Ferris and Kacmar, 1992; Kacmar et al., 1999; Valle and Perrewé, 2000) which discussed the organizational politics having relationship with job satisfaction and turnover intention. On the other hand, the relationship between performance appraisal politics, job satisfaction, turnover intention and loyalty to supervisor is not much explored.

Past researches have shown that politics related to performance appraisals influence many job outcomes such as job satisfaction, turnover intention and loyalty to supervisor. Performance appraisal politics create problems for job satisfaction and loyalty to supervisor and tends to support the intention to quit of an employee. This research addresses that how the performance appraisal politics in Telecommunication industry of Pakistan affect the job satisfaction, turnover intention and loyalty to supervisor of the employees.

The research was conducted among the employees of five cellular services organization of Pakistan and the data was collected from a few cities of Punjab and Islamabad, Pakistan. The head offices of these companies are located in Islamabad except Warid Telecom Limited which is in Lahore.

Literature Review

Perceived Performance Appraisal Politics (PAP)

Performance is an outcome of employee actions and on the job which can be measured by comparing the duties and responsibilities assigned to him by the organization and the results of his efforts to fulfill his

duties and responsibilities. It is also tied to the organizational goals as the organizational performance is based on the performance of the individuals working in it. Honiball (2008) defined the performance as the efforts and the actions of employees which are necessary to achieve the organizational goals.

To judge the job performance of the employees the most commonly used tool all over the world is Performance Appraisal. There are different procedures which are adopted by the organizations to conduct the performance appraisal. The performance appraisal is considered to be an integral part of the human resource practices in organizations. It has been noticed and confirmed by Fletcher (2001) that all over the world many researchers found it necessary to emphasize that the ratings and results of performance appraisal conducted must be accurate so that they might be reliable.

Kuvaas (2007) cited Banks and Murphy (1985) that there are difference of opinions between researchers and practitioners of performance appraisal. The practitioners are much more concerned with the impacts of appraisal on the superior-subordinated relations. The researchers on the other hand, tried to emphasize more on refining the rating procedures and the processes to make them more accurate and beneficial for the organization and the individuals. The effectiveness of the performance appraisal process can only be made possible if the ratings of the appraisal are accurate.

Brown et al., (2010) suggested that the appraiser's approach and behavior towards performance appraisal determines the quality of appraisal. Many researchers are of the view that most of the appraisers or the supervisors resist the appraisal process for many reasons (Brown et al., 2010). Some reasons the appraisers resist the performance appraisal of their subordinates can be unsatisfactory returns they will get for what they have done during the process and that they fear about the consequences of the performance appraisal (Latham et al., 1993). Harris (1994) referred to Benedict & Levine (1988) and Larson (1989) that when appraisers resist the appraisal they will try to delay the process, will somehow distort the ratings and will use many other strategies.

Performance appraisal can be of two types i.e. subjective in which the appraisers have to record details about the performance of subordinates and objective which emphasizes on employee performance evaluation in term of quantity (Brown et al., 2010). In subjective performance appraisal process there is more room for the appraiser to distort the ratings whereas, the objective type of appraisal has less chances of distortion in the ratings (Brown et al., 2010; Logenecker et al., 1987; Murphy & Cleveland, 1995).

One factor which may inflate the accuracy and the information of the appraisal can be the biasness of the appraiser. Cleveland and Murphy (1992) are of the view that the appraiser may have different objectives to appraise the subordinates i.e. to motivate them or to keep them attached with the workgroup. The high ratings given to the subordinates can further serve the purposes of the appraiser such as to let them have better compensation, keeping a good workgroup environment and having good relationship with the subordinates (Cleveland and Murphy, 1992). The subordinates are intentionally given high ratings to serve these purposes of appraisers and on the other hand, accurate ratings are avoided to confront the unwanted situations such as decrease in the motivation level, disliking among the subordinates and destroying a good relationship with them (Cleveland and Murphy, 1992). Bjerke et al. (1987) were of the view that performance appraisals get affected by the appraisers because the appraiser try to focus on their own goals while appraising but not the organizational goals to conduct the performance appraisal and this contradiction of goals makes the appraisal ineffective. Folger et al., (1992) cites Patz (1975) that appraisers have to take care of their own interests so either intentionally or unintentionally the ratings are changed in the appraisal.

Logenecker et al., (1987) were among the first to elaborate the political issues in performance appraisal with a detail set of arguments and they further suggested that all the organizations have to deal with politics in one way or another so as the performance appraisal process in the organizations. Some people exist in the organization who emphasize on political actions to protect their interests and in this manner biasness is created by them while appraising their subordinates (Logenecker et al., 1987). Many interviews were conducted by Logenecker et al., (1987) and the interviewees were executives of different companies and many of them were of the view that politics prevail during the performance appraisal process. The monetary issues regarding compensation and career growth of the employees are tied to the performance appraisal process so they provide grounds for the politics during the appraisals in the organizations (Logenecker et al., 1987).

Logenecker et al., (1987) notified many reasons for which the performance appraisals are inflated by the appraisers such as to boost the employee's performance with encouraging him/her by giving good ratings. The other reason notified by Logenecker et al., (1987) is avoiding the poor ratings because they don't want to leave a written record for the employee's poor performance. The appraisers may avoid giving low ratings to the subordinates because the superiors may consider that there are some issues with the competence of the supervisor (appraiser) handling his subordinates (Murphy and Cleveland, 1991). Chen et al., (2007) also supports the argument that supervisors avoid giving negative ratings to the subordinates. Folger et al., (1992) cites Tetlock (1985) who emphasized that all the human beings have intuitive abilities regarding the politics and they always plan, think and take care of the consequences for what they do.

There are also several reasons for which the ratings are deflated in the Performance appraisal by the appraisers (Logenecker et al., 1987). These reasons are to keep the subordinate on the track and make him a good performer, punishing the subordinate and reminding him about the supervisor's (appraiser's) authority, pushing him to leave the organization and exaggerate the record of his/her poor performance in documentation so that he/she may quit early (Logenecker et al., 1987).

Regarding performance appraisal politics another factor to be considered is the overall climate of the organization. If the organization's environment is political, it will influence the performance appraisal process and politics will be involved in it. Organizations having ambiguous performance appraisal process and uncertain environment provide chances for the politics to prevail (Poon, 2004). Folger et al., (1992) cited Cascio (1982) that reviewing the performance appraisal process in an organization confirms that the politics exists in all organizations which is a fact.

As the performance appraisal is related to employees in an organization, it is important to know that how it influences the employees behavior. The on job behavior can be assessed by reviewing the literature of organizational justice and it explains two main factors i.e. distributive and procedural justice (Cropanzano and Folger, 1996). Poon (2004) refers Greenberg (1986) that distributive justice in the scenario of performance appraisal would discuss the fairness of evaluation and procedural justice is said to be the fairness of the process used to evaluate. Further Poon (2004) discusses that the due process is involved to perceive the extent of fairness in performance appraisal (Folger et al., 1992; Taylor et al., 1995).

Due process highlights that there should not be distortions, personal biases and unfair judgments related to performance appraisals and appraisers should also focus on making the subordinates aware of the performance standards to be maintained regularly (Poon, 2004). So if there is an influence of politics in performance appraisal process it also sabotages the due process of employees. When employees feel such violations of their rights (i.e. due process) it affects their behavior towards the job and they react in different manners (Vigoda, 2000).

The perceived performance appraisal politics with the perspective of this research will be defined as the phenomenon in which the performance appraisal ratings are distorted by the appraisers intentionally either inflated or deflated to satisfy their own specific goals and influencing the employees' due process.

Job Satisfaction (JS)

Employees in any organization are very important considering all the aspects of an organization. For this reason, from past few decades, researches and studies have focused a lot on employees, and everything related to them. Not only for this reason, but since the organizations have learnt to focus on human resources, they have started given a lot of importance to every issue related to the employees. Getting far deep into the employee issues, it is considered important for the organizations to understand different factors which ultimately construct an employee's behavior on his job (Rogers et al., 1994). Rogers et al., (1994) claims that the factors which are considered important by the organizations from employee's point of view are job satisfaction, job related stress, role clarity and role conflicts as they are deeply related to employee's performance and ultimately to the organization's overall performance (Kelly et al., 1981; Lusch and Serpkenci, 1990). According to Rogers et al., (1994) the job satisfaction is said to be the employee's attitude towards the employee's overall job and all the aspects related to his/her job.

Furthermore, Linz (2003) refers Locke (1976) that job satisfaction is a positive emotional state which is an outcome of different job experiences and the perceptions about the job. Brown et al., (2010) cites Price and Mueller (1981) in defining employee's job satisfaction as the extent of likeness of his/her job. Job satisfaction defined by many researchers is the related to the employees overall performance and the interest of employees on the job (Green, 2004; Harter et al., 2002).

Many social scientists have researched about the job satisfaction since the starting of last century and on the other hand the economists have paid a lot more attention to the subjective outcomes of the work (Hamermesh, 2001). Hamermesh (2001) cited Hamermesh (1977) and many other researchers who worked and tested the theories of job satisfaction. He further cites Clark and Oswald (1996), Gerlach and Stephan (1996) and others which considered different patterns of variations in the job satisfaction. Hamermesh (2001) have referred Blanchflower and Oswald (2000) that they have studied different variations and changes in the job satisfaction of the employees in different countries.

Most of the researches indicated job satisfaction is much concerned and related to the motivation (Kinicki and Kreitner, 2007; Koys, 2001; Chen and Francesco, 2003, Tziner et al., 2008). To comply with job satisfaction, the methods of motivations are categorized in five main parts i.e. fulfillment of needs, discrepancies, value attainment, equity and dispositional/genetic components model (Kinicki and Kreitner, 2007).

Need fulfillment models refer to satisfy the employee's personal needs with respect to the operations he has to perform on his job (Kinicki and Kreitner, 2007). Discrepancy models refer to determine the satisfaction of an employee with respect to the expectations he have fulfilled or not fulfilled by the organization (Kinicki and Kreitner, 2007). Value attainment models believe that employee's job satisfaction is based on his/her perception about his/her work values in contrast with his job therefore, the work values are said to be the beliefs of the employees that they don't have to work or think about it in their time outside office (Kinicki and Kreitner, 2007). Furthermore, these values may change with respect to the situations, organizations and individuals (Kinicki and Kreitner, 2007). The perception which provides the satisfaction about the fair treatment with the employee regarding work load and benefits at work as compared to other employees is discussed in the equity models (Kinicki and Kreitner, 2007). Kinicki and Kreitner, (2007) referred Arvey et al., (1989) that there is an influence of genetic factors in an employee on his satisfaction whereas, the dispositional/genetic component models suggests that the placement of employees must be taken care of keenly by having right people on right jobs.

Job satisfaction for the employees can be affected anytime by different factors such as personal problems or the environmental conditions. Herzberg et al., (1959) were referred by Westover & Taylor, (2010) that satisfaction to the employees can be provided by focusing importantly on the job characteristics including rewards. A simple suggestion made by Westover & Taylor (2010) is that the extent to which a job fulfills the needs of the employee will determine the level of job satisfaction of the employee.

Purani and Sahadev (2008) divides job satisfaction into five basic components i.e. the satisfaction with overall HR polices, satisfaction with the compensation, satisfaction with the supervisor's behavior and attitude, satisfaction with the extent of task clarity and the satisfaction with the career growth opportunities in the organization.

Hamermesh (2001) is of the view that job satisfaction is basically the perception of an employee which is an outcome of all the aspects of his/her job. Furthermore, he discussed that it also depends on the similar job opportunities the employee main have outside the organization as that comparison between his/her job and other similar jobs determines the satisfaction level.

Regarding this research the job satisfaction can be defined the as the perception of the employee about all the aspects of his/her job and organization such as satisfaction with policies, supervision, career, compensation and tasks to perform. Furthermore the perception about the job is formed due to several factors which are related to employee's on job experiences and personality traits.

Turnover Intention (TI)

There will very few people actually, countable in numbers who have started their career in an organization and retired or left that organization at the end of their career. Most of the people switch their jobs and organization at different stages of their careers for different reasons which could be large in number.

It is concluded by Brown et al., (2010) that it is a progressive decision that leads the employees to reach the decision to leave the organization. It may involve many situations, dissatisfactions and circumstances which lead an employee to quit the job as that decision to leave take many behavioral considerations and perceptions (Hom and Griffeth, 1995; Morrell et al., 2008; Campbell and Campbell, 2000). Employees pass through a process to reach the decision of quitting the job whereas, intention to leave is a part of that process and the process starts with just a thought to quit the job and with time it becomes stronger due to different reasons (Rosse, 1988). Intentions to quit are just another form to give up the job by withdrawal from the organization. Many researchers have concluded that intention to quit is developed when the employees feel that the organizational conditions are going against their interests (Fugate et al., 2008).

Considering all the researches the concept of turnover intention was discussed by Porter et al., (1974) earlier. For many years the turnover and related issues are discussed in many researches in the field of organizational behavior (Lee et al., 2010). It is been observed by Mobley (1977) that turnover intention is the act which depends on time and it ends at an employee leaving the organization (Lee et al., 2010). According to Lee et al., (2010) turnover intention is said to be a special attitude that can be noticed easily and it provides a lot of depth to theorists and practitioners to work on (Price, 1977). For Porter and Steers (1973) it is also important for organizations and individuals as it has some serious effects on them (Lee et al., 2010). Many researchers such as Mobley (1977, 1982), Mobley et al. (1979), Price (1977), Szilagyi (1979), Khatri et al. (2001), were keen to explore the determinants of turnover intentions over the years (Lee et al., 2010). Szilagyi (1979) observed the determinants which had strong impacts on employee's turnover intentions are the employee relations, the work environment which includes the tasks given by the organization and the rewards (Lee et al., 2010). Szilagyi (1979) further explored two main factors of turnover intentions i.e. controllable and uncontrollable (Lee, et al., 2010). He further described the controllable factors to be the work environment and the leadership style whereas, the uncontrollable factor are organizational structure, external opportunities and shortage of the employees to work. The same factors i.e. controllable and uncontrollable factors were also defined by Khatri et al., (2001) but in a different way (Lee, et al., 2010). According to Khatri et al., (2001) the controllable factors are nature of work, supervision, organizational justice i.e. procedural and distributive justice and organizational commitment. On the other hand Khatri et al., (2001) described the uncontrollable factors to be the alternative of a job in a person's mind and job hopping.

Arnold and Feldman (1982) devised that turnover intention can be influenced by many factors such as job satisfaction, age, tenure of the job, organization commitment, perception of job security and intention to switch a job (Lee et al., 2010). Furthermore, Mobley et al., (1979) presented some other factors which indicated employee's turnover intention and these factors are "promotion opportunities", "centrality of work value" and "peer group interaction" (Lee et al., 2010). Lee et al., (2010) finally derived these factors which influence the turnover intention of the employees i.e. organizational culture (enterprise style, leadership style), job stress (work load, work atmosphere, interaction between upper management and employees), work characteristics (working hours, work attributes, work interest), promotion (promotional opportunities, repositioning, fair allocation), salary and compensation (compensation, employee benefits, reward system, retirement system) and quality of work life (work environment, work atmosphere, interaction with colleagues), (Arnold and Feldman, 1982; Mobley, 1982; Goleman, 2000; Khatri et al., 2001; Jamal, 1984; Abelson, 1987; Montgomery et al., 1996; Williams et al., 2001; Szilagyi, 1979; Mobley et al., 1979; Markham et al., 1987; Aquino et al., 1997).

Chui and Francesco (2003) are of the view that the intention to turnover is the last element in a sequence of withdrawal cognitions, and an intermediary between evaluations that are related to the decision to leave and the actual turnover in process models of turnover. Turnover intention is used instead of actual turnover

because in general the theory of planned behavior as Chui and Francesco (2003) cites Ajzen (1991) who have suggested that behavioral intention is a good predictor of actual behavior. Further they cite Mobley et al., (1978) and Newman (1974) that these previous researches have successfully demonstrated that behavioral intention to leave is consistently correlated with turnover. In fact, Mobley et al. (1979) have suggested that intentions offer a better explanation of turnover because they encompass one's perception and judgment (Chui and Francesco, 2003).

According to Park & Kim (2009), it is only the thought of quitting a job and statements used the worker that he/she wants to leave the organization that includes a worker's intentions to leave a job. They further said the actual behavior might be different from the intentions. However it is believed the intentions to leave is the strongest predictor of the actual personnel turnover and when it comes to theoretical beliefs and it is an important precursor to turnover (Gregory et al., 2007).

Schyns et al., (2007) proved that job change or turnover is also referred to the employee's willingness to have a different employer, which is also known as turnover intention. Schyns et al., (2007) cites McEvoy and Cascio (1985) that the intention of turnover is a phenomenon of workplace that must be avoided as much as possible as it is related to the costs of the firm that appears in the initial period, which includes, for example, the cost of recruiting and selecting of new employees or the failure costs. Yet managers do not take turnover as negative. For example, Torka (2003) through her studies found that the top management linked low turnover to the lack of innovation, company blindness, and low flexibility, and perceive it a problem. Thus, the right and wrong type of turnovers is found within companies. Where companies want employees with low performance to leave, they will want employees with high performance to stay. However the well-performing employees are most likely to leave as they have better chances of finding a new job or workplace. Ultimately the employable employees may be susceptible for turnover intention. This can be seen in the research of Benson (2006), which reflected that the participation in tuition-reimbursement is proportional to turnover intention, emphasizing that employable employees are more vulnerable to turnover. Yet, the process of turnover is not an easy decision process according to many turnover theorists. Griffeth et al., (2005) & Mano-Negrin and Tzafrir, (2004) job market perceptions and the perceived quantity and quality of extra-organizational alternatives, play a significant role when it comes to an employee's decision making related to turnover.

Schyns et al., (2007) suggest that from an employee's point of view, the intention of turnover may be seen as a positive experience. When seen from the perspective of an employee, receiving a better job offer with respect to benefits and/or immaterial considerations such as more autonomy and challenge, turnover intention is a positive phenomenon. For instance, the turnover can be a result of the need to adapt to the changing labor market that needs more flexibility of the employee (Hall, 1996; Van Dam, 2003). Especially in crucial times such as economic turmoil, an employee responding frequently to an unstable situation by changing jobs is proactive, someone who is just taking steps to prevent unemployment (see, e.g. the research on personal initiative, Frese et al., 1997).

Turnover intention in accordance with this research can be defined as the employee's motive to quit the job and leave the organization in future.

Loyalty to supervisor

Chen (2001) presented the evidence amid recent organization behavior research and suggested that there is an increase in the attention towards the study of loyalty to supervisor, taken as a significant predictor for employee outcomes (Becker et al., 1996; Gregersen, 1993; Hunt and Morgan, 1994). According to Morrow (1983) and Reichers (1985), loyalty to supervisor is taken as one of the most important focus of work commitment together with loyalty to top manager, career, union and co-worker (Chen, 2001). As a supervisor is a representative of the organization, and is a more proximal centre of commitment, commitment to a supervisor plays a strong impact on employee behavior likewise, Becker et al., (1996) and Gregersen (1993) proposed that this is the basic belief behind this research (Chen, 2001).

The concept of loyalty to supervisor was introduced by Chen et al., (1998) and it was derived by extending the dimensionality of the commitment to supervisor. They used loyalty to supervisor to replace commitment to supervisor. According to them loyalty to supervisor is a relative strength of an employee's identification with attachment and devotion to a particular supervisor (Chen et al., 1998). They suggested that psychological closeness to a person is defined as personal commitment rather than as an impersonal form of loyalty (Chen et al., 1998). According to a study held in Chinese setting, Chen et al. (1998) there are five aspects of loyalty to supervisor i.e. dedication, following supervisor, effort, identification with supervisor, internalization. Subsequent to Chen et al.'s (1998) suggestion, commitment to supervisor is used to represent commitment to supervisor as subordinate's attachment to supervisor.

The variable of loyalty to supervisor was not much studied and very few researches are conducted on loyalty to supervisor. In relation with this research the loyalty to supervisor is defined as the dedication and psychological attachment to a particular supervisor in the form of efforts on his/her behalf, following him/her and sharing values with the supervisor.

Performance Appraisal Politics and Job Satisfaction

Performance appraisal politics is highly related to job satisfaction as the compensation decision, benefits and rewards are given according to the performance appraisal of an employee. If there is a difference in ratings due to any reasons, it will affect the reward system of the worker and the compensation which will ultimately influence the job satisfaction. Moreover, the politics in performance appraisal also influences the organizational justice and it may also affect job satisfaction. According to Ali & Ahmad (2004) performance appraisal also affects job satisfaction and motivation of workers. Fair performance evaluations and frequent performance feedback make up a significant estimator of job satisfaction at the workplace and also contribute to personal growth.

The relationship between job performance and job satisfaction is highly debated. According to Bono et al., (2001) it is very difficult to say if job performance causes job satisfaction or if job satisfaction causes job performance. According to previous research, there is a positive relationship and that the two variables interact with each other indirectly via individual differences and work-environment characteristics (Greguras et al., 2004). This research ground has been greatly restricted by inadequate and incomplete measures of individual performance (Kinicki and Kreitner, 2007).

Understanding the distinct contributors to job satisfaction strengthens employers to make workplace adjustments that will increase the motivation levels and consequently the performance of their workers (Westover et al., 2010). These models should be taken as components in the figurative job satisfaction pie instead of mutually exclusive (Westover et al., (2010).

Westover and Taylor, (2010) proposed that organization environment characteristics are the third set of variables. According to Westover and Taylor (2010) the social information processing theory says that employee's attitudes are shaped through social interaction with other members in the organization (Salancik and Pfeffer, 1978). This theory emphasizes the significance of organizational context of the work that forms job satisfaction, and downplays the significance of other factors, such as personal characteristics and job characteristics (Westover and Taylor, 2010). Employees who have positive attitude towards job environment, and associate well with their co-workers and managers have been found to show high levels of job satisfaction (Westover and Taylor, 2010). Kalleberg (1977) established that good work relations with colleagues can increase job satisfaction (Westover and Taylor, 2010).

Extrinsic and intrinsic factors that are related to job; and factors related to organization on job satisfaction are related to the performance of an employee. All job and organizational related factors will be influenced if the performance of a worker is not recorded fairly.

Apart from the above mentioned factors, job satisfaction also depends on many other factors. But as our concern is performance appraisal politics about job satisfaction after which we will find connection between these two variables. According to Alma and Thomas (2001), performance feedback plays a vital

role in various activities of the organization such as motivation, job satisfaction, career development and performance management.

According to McFarlin and Sweeney (1992), a rather powerful predictor of job satisfaction is distributive justice as compared to procedural justice. Still the above description does not fit the two-factor theory argument that says that system-referenced outcomes are measured by procedural justice whereas person-referenced outcomes are measured by distributive justice (McFarlin and Sweeney, 1992).

As mentioned before, job satisfaction increases with high quality in performance appraisal (Fletcher and Williams, 1996) and Masterson et al., (2000) experimentally supported it (Brown et al., 2010). Brown et al., (2010) explains that according to Locke (1976), job satisfaction is a consequence of a worker's perception as to how well his job provides him the things which are important to him. Lind and Tyler (1988) were of the view that an employee's feelings of self-worth, attitude, achievements about their job and their feelings of a positive position in the organization rises due to a high quality PA experience (Brown et al., 2010). Hendrix et al., (1998) claims that it is also expected to produce confidence in the quality of the outcomes from the PA process (Brown et al., 2010).

Fried and Ferris (1987) suggest that experiences of high quality PA results in higher levels of job satisfaction and the experience of a low quality PA most likely leads to a lower level of job satisfaction (Brown et al., 2010). The above views lead to the result that an employee feels that as they have limited capacity to implement any process control, their contributions are not valued. And this leads to some confusion about the organization's performance expectations (Brown et al., 2010).

Performance Appraisal Politics and Turnover Intention

Likewise, factors like decreased motivation, employee turnover and feelings of inequity are most likely to result as a consequence of dissatisfaction with appraisal procedures (Dobbins et al., 1990). It is very difficult to relate rewards with performance if employee feel that their evaluations are not fair and accurate (Dobbins et al., 1990). Dobbins et al., (1990) claims that previous research (e.g., Bannister, 1986; Dipboye & depontbriand, 1981; Russell & Goode, 1988) shows that both level of evaluation and the feedback provided by the evaluation produces satisfaction with the appraisal. Dobbins et al., (1990) cites further that when employees receive high evaluation, they are more satisfied with the appraisal system as compared to when they receive low evaluations (e.g., Bannister, 1986; Dipboye & depontbriand, 1981; Russell & Goode, 1988).

According to Ferris and Kacmar (1992), there is a negative relationship between an individual's perception about politics in their workplace and their jobs, intention of leaving, their feelings toward their colleagues and productivity. Employees will fall into withdrawal from organization when they take workplace politics as disagreeable (Ahmad and Lemba, 2010). Hence, employees who took workplace as political in nature were more inclined as compared to others to develop intentions of negligent behaviors (Vigoda, 2003). The relationship between employee and manager will create an internal political relationship and many types of political influence and power contributes in performance appraisal (Ahmad, 2007).

According to previous research there is a proof that there is a positive relation between perceived politics and turnover intention (Kacmar et al., 1999). Employees intend to change their job attitudes when they feel that are not being treated fairly and this also results in behavioral consequence such as quitting (Vigoda, 2000). In the study of organizational politics, job attitudes, and work outcomes of local government employees, the findings supported the hypothesis that perceptions of organizational politics will be positively related to employee's intentions of exit and neglect (Vigoda, 2000).

According to the previous research on organizational politics, when it comes to relationship between perceptions of organizational politics and turnover intention, job satisfaction can play a mediating role (Kacmar, et al., 1999; June, 2003; Vigoda, 2000). This is the evidence that perceptions of performance appraisal politics directly influence turnover intention.

According to Ferris et al., (1989) there are three potential responses to politics perception (Ahmad and Lemba, 2010). These include the withdrawal from the organization, remain a member of the organization and involved in the politics (Ahmad and Lemba, 2010). As suggested by Ferris and Kacmar (1992), an individual's perception relating to politics in their workplace adversely affects their jobs, productivity, their feelings toward their colleagues, intention of leaving and others negative effects. It has also been established that perceived politics is highly proportional to turnover intention (Kacmar et. al, 1999). Employee trust, motivation and development are highly affected by political influences which can be an important aspect of appraisal process (Longenecker, 1989). It has been found that political motives that are motivational and punishment motives which make the raters decide the employee's performance ratings in performance appraisal politics (Ahmad and Lemba, 2010).

Experience of a low quality PA could respond to the best interests of an employee (Brown, et al., 2010). Doubts about the requirements of process of PA and poor information flow means that the worker can feel puzzled as how to fulfill their performance obligations (Brown, et al., 2010).. They can also feel that they are not being valued fairly, when they believe that their efforts towards their organization are not being adequately measured or recognized and due to this employee will develop negative attitudes about their work and organization (Brown, et al., 2010).

Performance Appraisal Politics and Loyalty to Supervisor

Harris (1994) suggested that there are five distinct ways in which politics in performance appraisal can affect the superior subordinate relationship. Those are damage to subordinate-supervisor relationships, demoralization of employees, criticism from the appraiser's subordinate, criticism from the appraiser's supervisor, and interference with other tasks (Harris, 1994). Various researchers have stated on the potential performance appraisal activities to adversely influence supervisor-subordinate relationships (e.g., Lawler, 1990; Murphy & Cleveland, 1991). Managers have expressed their apprehension about making appropriate performance ratings or giving negative performance feedback will harm their relationship with the subordinate. Raters have a commonly encountered fear that is that making appropriate ratings or providing feedback would discourage the employees rather than motivating them (Longenecker, et al., 1987).

Data Analysis

This chapter identifies the analytical approach and methods through which research problem was studied and addressed. It elaborates the schematic diagram of the studied model by clearly classifying the observed variables and their relationships. This will explain the population, sample, sampling procedures and hypothesis of the study. It addresses the instruments selected for measurement, data collection techniques and data analysis methods.

Theoretical Framework

For the purpose of this study theoretical framework has been designed on the bases of models developed by Poon (2004) but the mediating role of job satisfaction is not discussed in this research between the

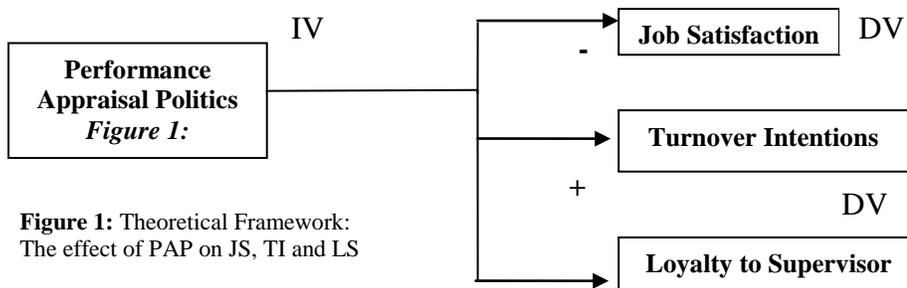


Figure 1: Theoretical Framework:
The effect of PAP on JS, TI and LS

Performance appraisal politics and turnover intention. In this study the performance appraisal politics is taken as the independent variable whereas, the other three variables such as job satisfaction, turnover intention and loyalty to supervisor are the dependent variables.

For the purpose of this research and on the basis of theoretical framework following models have been estimated:

- 1) The dependent variable (Y) is first regressed on the independent variable (X). This step is assessed by estimating the following equation:

$$Y = \alpha_1 + bX + e_1 \quad \text{Regression Equation (1)}$$

Critical Value at 95%

(Where α_1 is the intercept coefficient and e_1 is the error term and Y is the dependent variable i.e. job satisfaction)

- 2) The dependent variable (Y') is then regressed on the independent variable (X). This step is assessed by estimating the following equation:

$$Y' = \alpha_2 + b'X + e_2 \quad \text{Regression Equation (2)}$$

Critical Value at 95%

(Where α_2 is the intercept coefficient and e_2 is the error term and Y' is the dependent variable i.e. turnover intention)

- 3) The dependent variable (Y'') is again regressed on the independent variable (X). This step is assessed by estimating the following equation:

$$Y'' = \alpha_3 + b''X + e_3 \quad \text{Regression Equation (2)}$$

Critical Value at 95%

(Where α_3 is the intercept coefficient and e_3 is the error term and Y'' is the dependent variable i.e. loyalty to supervisor)

Recent studies (e.g. Poon, 2004) concluded that performance appraisal politics negatively influence job satisfaction and turnover intention. An additional variable is added with that model and that variable is loyalty to supervisor. On the basis of that previous research the researcher are testing that hypothesis in the cellular organizations of Pakistan.

Poon (2004) provided the evidences about the perceived performance appraisal politics and some job outcomes like job satisfaction, turnover intention and loyalty to supervisor were not found to be direct but the evidence was found regarding the perceptions of organization politics that it effects job satisfaction (Cropanzano et al., 1997; Ferris and Kacmar, 1992; Gandz and Murray, 1980). Furthermore, as it is known that performance appraisal is related to promotional decisions, increments and benefits and perceptions of politics in the appraisal process will affect the decisions related to these issues. Hence the employees will get to know that their performance rating does not matter but the politics and therefore, there will be a reduction in the job satisfaction of the employees (Poon, 2004).

It is stated by Poon (2004) that politics in the organization is not desired by the employees so in order to avoid the political actions and behaviors they start thinking about quitting the job. Kacmar et al., (1999) discusses that if the employees will have more opportunities related to a new job it will result in actual turnover of the employee and if the job opportunities are less for some employees they will start going through a psychological turnover i.e. intention to quit (Poon, 2004). On the basis of this logic, if the employees' perception is developed that the appraisal process is influenced by the political factors but not on the actual performance, they will start thinking of quitting the job i.e. turnover intention and we have the evidence that perceptions of politics are much related to the turnover intention (Cropanzano et al., 1997; Kacmar et al., 1999; Valle and Perrewé, 2000). So on the basis of above discussion we can formulate our hypotheses as follow,

- H1₀:** There is no significant relationship between Perceived Performance appraisal politics and job satisfaction.
- H1_A:** There is a significant relationship between Perceived performance appraisal politics and Job Satisfaction.
- H2₀:** There is no significant relationship between Perceived performance appraisal politics and turnover intentions.
- H2_A:** There is a significant relationship between Perceived performance appraisal politics and turnover intentions.

There are very few evidences of the relationship between perceived performance appraisal politics and loyalty to supervisor. Although, the argument about the effects of perceived performance appraisal politics on the loyalty of supervisor can simply be tested in a way that performance appraisal is mostly conducted by the supervisor of the employee and if the employee finds some political evidences in the appraisal process his loyalty to supervisor will decrease. As discussed earlier that loyalty to supervisor of an employee can be damaged by the political influence on the appraisal (Logenecker et al., 1987; Murphy and Cleveland, 1991). So on the basis of these evidences the third hypothesis designed for the research is as follow,

- H3₀:** There is no significant relationship between Perceived performance appraisal politics and loyalty to supervisor.
- H3_A:** There is a significant relationship between Perceived performance appraisal politics and Loyalty to supervisor.

This concept of perceived performance appraisal politics is measured using the scale of Tziner et al. (1996) the QPCPA i.e. the questionnaire of political considerations in performance appraisal. This scale consists of 15 items which measures the inflation and deflation of the performance ratings due to political motives and participants are asked to provide their feedback about their perceptions about these political motives.

Job satisfaction is measured by scale developed and tested by Purani & Sahadev, (2008). The scale consists of 23 items which measure the overall job satisfaction of the employee.

Turnover intention was measured using the scale developed by Kuvaas (2008) and the items used to measure the turnover intention in an employee were 5 in number.

The loyalty to supervisor in this research was measured through the scale developed by Chen, Farh and Tsui (1998). The scale was consisted of 18 items.

Descriptive analysis was conducted on the demographic sets of data which is useful to compare the results and findings. The respondents belonged to different age groups, gender, educational levels, marital statuses, job positions and experience which made the research dynamic.

The minimum and maximum values given from the respondents, arithmetic means, standard deviations and variances were calculated for all the variables which are shown below:

Table 1: Descriptive Statistics of Variables

	N	Minimum	Maximum	Mean	Std. Deviation
PAP	207	1.00	5.00	1.60	0.176
JS	207	1.00	5.00	4.39	0.154
TI	207	1.00	5.00	1.47	0.325
LS	207	1.00	5.00	4.36	0.346
Valid N	207				

In the above table the mean values of PP, JS, TI and LS are 1.60, 4.39, 1.47 and 4.36 respectively. It depicts that the variables were observed accurately by the respondents and they responded accordingly. The statements were understood accurately and responded accordingly with agreement or disagreement. The standard deviations are quite low which also represents that the statements and the questionnaire involving all the variables, was understood by the respondents quite clearly.

Quantitative Analysis

We will examine the relationship between PAP (independent variable) and JS, TI and LS (dependent variables) in the part of the Data Analysis chapter. The following methods were used to discuss the relationship between the variables and the data analysis.

1. Reliability Analysis
2. Correlation Analysis
3. Regression Analysis

Reliability Analysis

Cronbach's Alpha was used to test the reliability of the measures and the scales used in the research. The reliability of the complete scale was 0.83 and the reliability of the variables separately is shown in the table below.

Table 2: Reliability Coefficient Cronbach's Alpha

S. No.	Variables	Total Items	Alpha
1	Perceived Performance Appraisal Politics	15	0.76
2	Job Satisfaction	23	0.81
3	Turnover Intention	5	0.79
4	Loyalty to supervisor	18	0.83

The internal consistency (Cronbach's Alpha) obtained for the 15 items of perceived performance appraisal politics related to this research is 0.76, which is good and proves the relevancy of the items. The internal consistency (Cronbach's Alpha) obtained for the 23 items of job satisfaction is 0.81, which is high and it proves that the items are relevant. The internal consistency (Cronbach's Alpha) obtained for the 5 items of turnover intention is 0.79 and that is also high depicting the relevance of the items. The internal consistency (Cronbach's Alpha) obtained for the 18 items of loyalty to supervisor is 0.83 which is also significantly high and proves the relevance of the items.

Correlation Analysis

Correlation is measured to check the association and degree of relationship between the variable. The higher the value of correlation depicts that there is a strong relationship between the variables. If the value of correlation is exactly 1 or -1, it depicts that the relationship between the variables is perfect either positive or negative. Moreover, if the value of the correlation is 0, it means that there is no relationship between the variables. The correlation among the variable is shown below in Table 3.

Table 3: Bivariate Correlation Among Variables (N=207)

	1	2	3	4	5
PAP	1				
JS	-0.239**	1			
TI	0.257**	-0.183**	1		
LS	-0.295**	0.390**	-0.210**	1	

Note. PAP=Perceived Performance Appraisal Politics; JS=Job Satisfaction; TI=Turnover Intention; LS=Loyalty to Supervisor.

**p < .01

The analysis shows that perceived performance appraisal politics is negatively but weakly correlated to job satisfaction ($r = -0.239$, $p < 0.01$) and loyalty to supervisor ($r = -0.295$, $p < 0.01$). Moreover, perceived performance appraisal politics is positively but weakly related to turnover intention ($r = 0.257$, $p < 0.01$).

On the other hand, job satisfaction is negatively and weakly related to turnover intention ($r = -0.183$, $p < 0.01$) and positively and weakly related to loyalty to supervisor ($r = 0.390$, $p < 0.01$). Furthermore, turnover intention is negatively and weakly related to loyalty to supervisor ($r = -0.210$, $p < 0.01$). The correlation values show that the correlation is significant at the level of 0.01.

As the results are indicating, the perceived performance appraisal politics is negatively related to job satisfaction and hence it proves the H_{1A} which is that perceptions of performance appraisal politics will negatively influence job satisfaction and H_{10} is rejected. These results are also similar to the previous researches (for example, Poon, 2004).

The results are also proving H_{2A} as perceived performance appraisal politics is positively related to turnover intention and H_{20} is rejected. The H_2 states that perceptions of performance appraisal politics will positively influence the turnover intention. These results were also formulated in the previous researches such as Poon (2004).

H_{3A} states that perceptions of performance appraisal politics will significantly related to supervisor and the results are proving that perceptions of performance appraisal politics are negatively related to loyalty to supervisor. H_{30} is rejected.

Regression Analysis

The regression analysis is conducted on the variables to measure the variance in dependent variables caused by the independent variable. For this purpose linear regression was used and the effect of independent variable was tested on all the dependent variable one by one and results are obtained.



Table 4: Results of the Linear Regression Approach

No.	DV	IV	Beta	T	F	R ²	Adjusted R ²	Std. E. of Estimates
1	JS	PAP	-0.239	8.235***	12.41***	0.057	0.053	0.171
2	TI	PAP	0.257	11.12***	14.47***	0.401	0.398	0.252
3	LS	PAP	-0.366	23.94***	8.15***	0.037	0.034	0.340

Note: PAP=Perceived performance appraisal politics; JS=Job satisfaction; TI=Turnover intention; LS=Loyalty to supervisor.

*** $p < 0.001$

The result of linear regression analysis shows that in first equation of the model i.e. the PAP and JS, represents one unit change in performance appraisal politics will decrease the job satisfaction by 0.239. The values of standard error of estimates are showing the chances of error in the results and in the case of PAP and JS the value is 0.171. The ANOVA statistics regarding PAP and JS is $F = 12.41$, $p < 0.001$ which means that the model is statistically significant and the regression equation (Equation 1) is helping in proving the relationship. The regression coefficient presents that PAP causes 23.9% variations in JS as the $\beta = 0.239$, $p < 0.001$ and it is statistically significant.

IV

DV

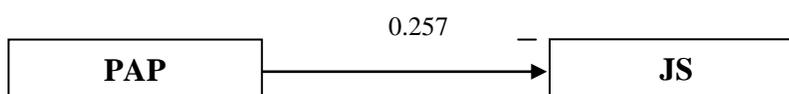


Figure 2: Illustration of effect of PAP on JS

The result of linear regression analysis shows that in second equation of the model i.e. the PAP and TI, only 40% variance in turnover intention is due to performance appraisal politics as indicated by the value of adjusted R^2 . The values of standard error of estimates are showing the chances of error in the results and in the case of PAP and TI the value is 0.252. The ANOVA statistics regarding PAP and TI is $F= 14.47$, $p<0.001$ which means that the model is statistically significant and the regression equation (Equation 2 in this case) is helping in proving the relationship. The regression coefficient presents that PAP causes 25.7% variations in TI as the $\beta = -0.366$, $p<0.001$ and it is statistically significant.

IV

DV

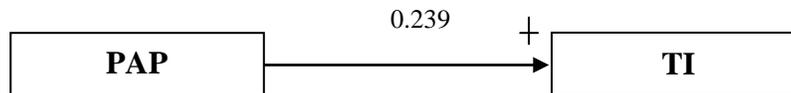


Figure 3: Illustration of effect of PAP on TI

The result of linear regression analysis shows that in third equation of the model i.e. the PAP and LS, only 3% variance in loyalty to supervisor is due to performance appraisal politics as indicated by the value of adjusted R^2 . The values of standard error of estimates are showing the chances of error in the results and in the case of PAP and LS the value is 0.340. The ANOVA statistics regarding PAP and LS is $F= 8.15$, $p<0.001$ which means that the model is statistically significant and the regression equation (Equation 3 in this case) is helping in proving the relationship. The regression coefficient presents that PAP causes 36% variations in LS as the $\beta = 0.295$, $p<0.001$ and it is statistically significant.

IV

DV

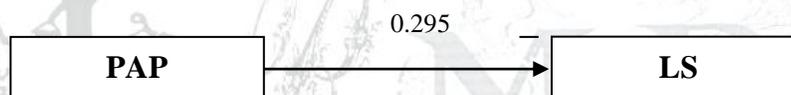


Figure 4: Illustration of effect of PAP on LS

Discussion and Conclusion

Some of the previous researches have studied the relationship between the performance appraisal politics and the different job outcomes i.e. job satisfaction, turnover intention but the effects and influence of PAP on loyalty to supervisor was not much explored. The results have shown that PAP influences all the dependent variables which were the job outcomes either negatively or positively as mentioned in the hypotheses. These results are in aligned with previous researches (Poon, 2004, Logenecker et al., 1987).

The study basically proves that reducing the performance appraisal politics and its perceptions among the employee will increase the job satisfaction and loyalty to supervisor and employees' intention to leave could be handled. The main contribution of the study was to discuss the role of performance appraisal politics influencing the loyalty to supervisor which is an important variable. If the employee will perceive less performance appraisal politics he/she will eventually have very few intentions to leave and his/her loyalty to supervisor will be more as a result the supervisor and the subordinate will have a strong working relation. It will let the supervisor and employee increase the support level with the discussions of employee strengths and weaknesses and dissolving other job issues related to appraisal.

It will also keep the employee satisfied to some extent about the job. In this way, both the employees and the organization will enjoy a lot of positive consequences. Eliminating the political factors in the performance appraisal the organizations will be able to maintain quality of work life, improvement in overall HR policies and decision making as it will cause improvement in the appraisal process. The performance appraisal tool will become more sophisticated and trustworthy to depend on while making HR policies and decisions in the future.

It will improve work environment, the relationship among the employees and will positively influence the employees' behaviors and attitudes towards the jobs and the organization they work in. Motivation was also linked with performance appraisal in previous researches (Dorfman et al., 1989) as addressing the political issues of performance appraisal the motivation level among the employees will also be high. The main argument in this regard is that appraisal are also linked to the compensation decisions most of the time and having fair and non-political performance appraisal will motivate employees.

It was suggested by Logenecker et al., (1987) that in order to reduce the political factors during performance appraisal, organization must observe the complete appraisal process keenly at every level and this information should be shared to the appraisers as if they know that the whole process is under observation there are very less chances of politics involvement. If the organization will not pay attention to reduce the political factors during appraisals, they may have suffer in different ways as some the organizational efficiency will be disturbed with the quality of appraisal and some researchers (for example Brown et al., (2010) focused on the quality of appraisal process on job satisfaction, turnover intention and many other variables.

Limitations of the Study

The variables studied in this research were all psychological which can be interpreted in a different way by different people. Furthermore, these variables can also be studied in different ways especially the job outcomes i.e. job satisfaction, turnover intention and loyalty to supervisor. Therefore, some limitations regarding this study were also considered and are elaborated below.

The perceived performance appraisal politics has two major dimensions i.e. motivational motive of performance appraisal politics and punishment motive. To keep it simpler for the respondents to understand the main variable was not divided into these two dimensions are studied as a whole.

To generalize the results, the data was collected from some cities of Pakistan like Islamabad, Faisalabad, Sargodha and Lahore but most of the respondents were from the head offices of the cellular services organizations of Pakistan which are located in Islamabad except Warid telecom which is in Lahore.

For the collection of data, survey questionnaire was used only as the data collection method. Other methods like interviews and observations are not used in this study which could be more accurate data collection method regarding such studies. Questionnaire may not be totally reliable to calculate the causality inference. Job satisfaction, turnover intention and loyalty to supervisor can be influenced by many other factors also.

Time and money are two very valuable factors which played an important role in influencing the decisions regarding methodology of the study. The time provided for the study to get the MS degree was not sufficient to carry out detailed research about these variables and on the other hand, the finances were also arranged by the researcher. Widening the scope of the research needs more time and money. That is why the research was limited to a single industry and convenient sampling was also used for the same reason.

Recommendations

The nature of this study was exploratory and the numbers of respondents were few with perception based data. The study within several organization with large sample size and respondents, combined with an objective evaluation performance appraisal politics and its overall impacts on the job will provide more significant insight. Results are also not classified on type or size of the organizations. Any variations in results based on these differences can be identified in future.

For the purpose of data collection self administered questionnaire is used therefore, due explanation is required to prove the validity of the results. The data was collected at one time through questionnaire only, interviews, observations and other data collection methods were not used in the study.

Data collection was conducted in the Telecommunication organizations of Pakistan in limited geographical area due to time and financial constraints. Other industries and sectors can be studied using the conceptual model of this study.

The covariance structure model exploring direct and indirect relationships between variable can also be studied.

Directions for Future Research

This research provides the cellular services organizations of Pakistan with a framework of three dependents variables such as job satisfaction, turnover intention and loyalty to supervisor which can be affected by the perceptions of performance appraisal politics. The study concluded that the low politics regarding performance appraisal caused high job satisfaction, low turnover intention and high loyalty to supervisor in these organizations. It further takes these organizations to the stage where they will be able to keep an eye on such issues to satisfy the employees, managing low turnover and encourage the employees having good relationship among the supervisors and the subordinates. For the purpose of future research the following suggestions are made.

Similar studies can be conducted on other industries in Pakistan to explore the effects of PAP on JS, TI and LS such as the textile sector, the banking sector, information technology sector, retail sector and other industries in Pakistan which will help in overall generalization of the results.

Broadening the scope of the study, job outcomes other than JS, TI and LS can also be explored in relation to PAP and these outcomes can be organizational commitment, overall performance, organizational citizenship behavior and employee motivation and others.

Comparative studies among different industries can be done to understand the differences of same concepts among the employee of different industries.

Demographic variables can be controlled further to measure the impact of demographic variables on the perceptions of performance appraisal politics with JS, TI and LS.

Other data collection methods such as interviews and observations can be used to filter the data and presenting more accurate results.

Experimental and longitudinal can also conducted to measure the variables studied in this study and the relationships among them.

Further investigations can be made regarding the consequences and antecedents by including more dimensions in the variables and a meta-analysis can be conducted in this regard which will be worthwhile.

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