

# **ROLE OF APPRAISAL POLITICS AND IMPRESSION MANAGEMENT IN TURNOVER OF DIS-SATISFIED EMPLOYEES: EMPIRICAL EVIDENCE FROM THE PUBLIC SECTOR OF PAKISTAN**

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## **ABSTRACT**

*Organizational politics which lies in the appraisal system is harming the employee's perceptions in such a way that decreased their satisfaction level which resulted in enhanced turnover intentions. This research study is aimed to analyze the impact of appraisal politics on employees' turnover intention in the mediating role of job dissatisfaction along with moderating role of impression management. Data was collected from 200 employees of a public sector organization named as National Database and Registration Authority (NADRA). Results of the study have illustrated that perception of appraisal politics has significant positive impact on turnover intentions along with the finding that job dissatisfaction positively and significantly mediates this relationship.*

**Keywords:** *Appraisal Politics, Impression Management, Turnover Intention and Dissatisfaction.*

**JEL classification:** J5, J53, J54

## **1) INTRODUCTION**

Organizations regardless with the profit perspective always have a similar bottom line named as performance. The individual performances of employees sum up to construct organizational productivity that reflects the position where a company or firm is standing in the market place (Mills & Smith, 2011; Paarlberg & Lavigna, 2010; Wang, Tsui, & Xin, 2011). The key source of such performance is emerged from employees along with the management who keenly observes and stimulates the performance

initiating catalysts in employees. Supervisor or leader often motivates employees (Chauhan, Goel, & Arora, 2014; Fernandez & Pitts, 2011) by regarding their performance and appreciating them in this context to make them more dedicated and committed with their job and work that will ultimately raise the outcome (K. Jiang et al., 2012; Paarlberg & Lavigna, 2010).

Impression management which is one of the phenomenons extracted from sociology and psychology can be a catalyst of such appraisal politics. Impression management often happens at workplace by the managerial staff who wants to influence others in order to establish their image in the eyes of employees (Bolino, Klotz, & Daniels, 2014; Westphal & Park, 2012) to achieve personal goals and also the organizational goals at the second priority. The supervisors or managers pose them differently for asserting a strong influence on the minds of recipients. Managers often tell their success stories and the crafted hurdles which were there in their way as barriers in order to do self-promotion in front of employees (Giacalone & Rosenfeld, 2013; Merkl-Davies & Brennan, 2011; Ornstein, 2013). At some instances, ingratiation has been used by the supervisors to enhance their impression by complimenting the colleagues and employees for nothing just to ensure a two way likeability and positive feedback. Leaders often exemplify their selves in front of subordinates by placing their selves as ideal that deserves to be followed (Nagy, Pollack, Rutherford, & Lohrke, 2012; O'Connell, Kung, & Tristan, 2011). Intimidation and taunting tactics have been often used by the managers in order of impression management. Supplication is another card of the deck which is played by such impression management oriented managers in which they place themselves as the needy of appraisal and performance to get sympathies (Kacmar & Tucker, 2014).

The key attitude which is associated with the employee's job is the satisfaction which one is having while performing his work duties on regular basis. Satisfaction is not only associated with the monetary benefits of the job (Aziri, 2011; Utraiainen & KYNGÄS, 2009) but also considered the behavioral, supportive and relational aspects of the work which one is having while performing his job (Sellgren, Ekvall, & Tomson, 2008). If employees have been meeting the expectations which they have formed about the job then they seemed contented (Coomber & Louise Barriball, 2007; Schmidt, 2007) while in the reverse situation dissatisfaction has been generated that can be harmful at both ends of the spectrum; either it's the organizational end or the personal end. Dissatisfaction can be generated

from many possible antecedents which can be evoked at workplace for the numerous reasons.

Despite of the lurking economic conditions in the majority part of the world, employees often leave their jobs or possess the turnover intentions (Erhardt & Gibbs, 2014) due to the perceived mistreatment they were facing at the workplace or for better opportunities in the future. Turnover intentions created from whatever source are problematic for the organizational growth and survival (Beecroft, Dorey, & Wenten, 2008; De Moura, Abrams, Retter, Gunnarsdottir, & Ando, 2009) because an organization after recruitment invests so many things on its employees in the form of orienting, training and accepting them as the part of the organization. If trained employees start leaving from the organization then it's not good from any perspective for the organization (San Park & Kim, 2009) as it will incur a heavy cost of rehiring the employees as well as training them again in order to extract best out of them.

Organizations in these days are worried about the enhancing rate of turnover of employees for the variety of reasons (Kim & Stoner, 2008; Parry, 2008). As this increasing turnover intention is leaving employers empty handed with respect to the human capital, which they have trained and invested in order to get sublime performance. So it is vital to address this issue by knowing the factors lie in organizational processes that catalyze such turnover intentions to cure them lately (Moynihan & Landuyt, 2008).

Many studies has been conducted in past on the turnover intentions in order to attaching its strings with many individual and personal determinants and outcomes like poor performance, injustice, psychological strains and falling morale (H.-T. Chang, Chi, & Miao, 2007; Joo, 2010). But rare studies try to conceive its impact with appraisal politics. The studies which have seen the impact of appraisal politics with job quitting intention did not incorporate any mediating factor which can highlight the process more precisely and efficiently. More specifically speaking, almost no study tried to see the impact of perceptions of appraisal politics on job satisfaction and its aftermath rather than these were surrounded around commitment dilemma (Ahmad et al., 2010; Prowse & Prowse, 2009). So the proposed gaps which have been discussed above are persuading this study to propose a framework in which we see and analyze the impact of the perceptions of appraisal politics on employees' turnover intentions in the mediating role of job dissatisfaction along with the moderating role of impression

management in the relationship between perceptions of appraisal politics and job dissatisfaction.

Some past studies also aroused the need to study the relationship which we have proposed to make the interaction clearer between perceptions of appraisal politics and turnover intentions by incorporating individual attitudes regarding job like commitment and satisfaction (Ahmad et al., 2010; Poon, 2004). So it is providing an extra worth and reason to our proposed model that it should be tested.

This research paper has following objectives which are in alignment of the research questions that have already been raised in this study;

- To explore whether politics of appraisal process is one of the main causes of developing quitting intent among employees NADRA.
- To check whether Job dissatisfaction caused by Appraisal Politics plays any role in developing turnover intent among employees of NADRA.
- To explore whether or not distortion of appraisal ratings paves way for impression management both by individuals and organizations.
- To suggest some corrective actions to the organization for retaining their valuable trained and experienced employees and developing highest level of extra role behavior which is a competitive edge for fast growing organizations.

This study is significant from both theoretical and practical perspectives as it is targeting one of the key issues which the firms have been facing in these days. As far as theoretical implications are concerned, this research study will extend the literature of human resource management by enriching it with the key reasons that stimulate turnover intentions in the form of perception of appraisal politics. It has been also regarded as novel and important contribution in the management literature (Brown, Hyatt, & Benson, 2010; Gotsis & Kortezi, 2010). On practical front, this research study will facilitate the executives of the organizations either profit making or with a non-profit seeking aim to restructure their appraisal system to make it fair and in order where employees can perceive it valuable. That is vital for today's organizations in order to gain high and consistent returns (Miller, 2008; Tsai & Wu, 2010).

## **2) LITERATURE REVIEW**

### **2.1) Perception of Appraisal Politics**

Employees have been regarded as the most important participant of the organization as they are the determinants of the organizational success and survival (Choi, 2008; Cowan & Hoffman, 2007). Literature has been keenly focused on measuring and assessing the performance of employees in order to make it contextualize in organizational meanings (Hyrkäs & Shoemaker, 2007; Tymon Jr, Stumpf, & Doh, 2010) and also to reward employees by offering various incentives. Yet the sensitivity of such performance appraisal has not been a matter of debate in previous literature which is necessary to be there as many studies found that appraisal has been inflated by the politics and it can harm the employees' perceptions about them.

Performance has been defined by the literature as an outcome produced by the employees which can be assessed through comparing the roles assigned to them and the extent to which they fulfilled that role and tasks (Griffin & Moorhead, 2011; Peterson, Luthans, Avolio, Walumbwa, & Zhang, 2011). Some studies have also explained it in terms of goals and objectives achievement by the firm through integrating individual outcomes and Sharkie (2009) has been defined performance as the efforts induced by the employees at workplace to meet with organizational objectives and the goals. Nonetheless, the literature has been found silent that how this performance can be aligned with the objectives and goals of the organization with due diligence.

Literature has been regarded performance appraisal importance and stresses on its accurate judgment to keep organizational affairs smooth enough (S. W. Whiting et al., 2008). Two schools of thoughts are existed there in literature which has been treated performance appraisal on different perspectives named as practitioners' approach and academicians approach (Grubb, 2007; Spence & Keeping, 2011). Practitioners mostly focused on the supervisor and subordinate relationship which emerges after the performance appraisal while on the other end of the spectrum, academicians stressed on improving the policies and programs for performance appraisal to make it more valuable for the organization (Brown et al., 2010; Caruth & Humphreys, 2008). However past studies were vague about the approaches to make the appraisal system clean and fair.

Many theories of human resource management support this argument which entailed organizational support theory, organizational justice theory and equity theory. Organizational support theory discussed that employees need a perception that organization respects and admires their contribution in the organization (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001; Eisenberger, Fasolo, & Davis-LaMastro, 1990; Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002) and that should be also predicted from monetary and non-monetary rewards too. Organizational justice theory also raised such voice as its conceptual model has been transcribed justice in three parts named as distributive, procedural and interactional justice among which distributional and procedural justice seem more associated with appraisal politics (J. Greenberg, 1987, 1990; J. S. Greenberg & Cropanzano, 2001).

## **2.2) Concept of Turnover Intention**

Literature has defined turnover intention as the likelihood of an employee that either he will continue with his job or leave it for the best of his interests (Chiu & Francesco, 2003; Geurts, Schaufeli, & Rutte, 1999). However the literature found little bit ambiguous about the reasons of measuring turnover intention rather than the actual turnover. Some studies try to answer the above mentioned criticism as they entailed that the turnover intention is the direct determinant of actual turnover and it is proved by many empirical findings at several instances in past literature. Actual turnover which is described as the behavioral response of an employee in the form of leaving an organization normally emerges from the perception and intentions of the individual (Bedeian, Kemery, & Pizzolatto, 1991; Spector & Michaels, 1986).

Any structured model for turnover intention is far and rare in human resource management studies but still few of them exist and have been utilized in support of varying arguments. Mobey (1997) has been proposed a quitting model of turnover intention in which he linked turnover intention with many strings that initiated from job dissatisfaction. Yet this model was quite narrow focused as it only entailed job dissatisfaction in the theoretical buildup of turnover intent that is no sufficient at all from diversity point of view. Another model was presented by Simon (1979) which was lied in organizational equilibrium theory as they argued that employees decision making stimulated when they come into interaction with the organization. Sheridan and Abelson (1983) also proposed a model named as cusp-

catastrophe for briefing the process of turnover intention. The main theme of the model was the fact highlighted by those authors that turnover intention is not a progressive but a dynamic concept to discuss in which variations emerged with rapid pace that can change the whole behavioral response of an employee. Price and Muller (1986) proposed a model regarding the determinants of turnover intention which were causal in nature. Yet the cognitive and behavioral determinants were missing from their model which should be there for broad spectrum understanding. Another model was proposed by Lee and Mitchell (1994) who described the psychological processes which can be followed by the employees in the way of turnover intention. Nevertheless this process was purely focused on individual's psychology and neglects organizational contribution in this regard.

Organizational equilibrium theory is provided by Bernard who entailed that human motivations decide the way of belonging and characterized as organizational equilibrium which refers to keep the efficiency of the organization in balance (Egelhoff, 1999). The theory entailed that a balance should be maintained between the inputs given by the employees and the input which they received from the organization.

### **2.3) Emergence of Job Dissatisfaction**

Many of the organizational outcomes revolve around a common pivot which can drive them on either direction due to its integration in organizational and individual roots. That pivot is job satisfaction which an employee has in his work and it is important due to its ability of determining many of the organizational and individual outcomes.

Some authors have been defined job satisfaction as an emotionally influenced state of mind that produce an effective response of the working and job conditions (Coomber & Louise Barriball, 2007; Mawoli & Babandako, 2011). Despite of the fact that the studies have been abundant in numbers regarding job satisfaction still the other end of the spectrum which is job dissatisfaction has not been entailed separately in past studies.

Some studies have been focused on the organizational dimensions of job satisfaction and dissatisfaction while few have been discussed the personal dimensions of the concept (Hackman & Oldham, 1975; Spector, 1985). Job related facets have been normally included in the dimensions of job

satisfaction as employee judges these facets in contrast of his own contribution to decide that either he is satisfied or dissatisfied (Churchill Jr, Ford, & Walker Jr, 1974).

Past studies regarding job dissatisfaction consisted upon many theoretical buildups which are aimed to highlight the significance and process of job satisfaction and dissatisfaction. These theories have also their roots in motivation, commitment and behavioral literature too due to the closed interaction of these variables (Kalleberg, 1977; Locke, 1969). Herzberg (1966) proposed two-factor theory which is famous in this regard in which the author has signaled out two types of issues at workplace named as hygiene and motivator issues. Hierarchy of Need Theory has been proposed by Maslow (1958) in which he explained five distinct levels of needs whom fulfillment is mandatory for ensuring job satisfaction otherwise it will tend towards job dissatisfaction.

There are mainly two kinds of approaches which is being utilizing in literature of job dissatisfaction named as personality and information based approaches. Information based approaches which entailed that job satisfaction can be measured through the information obtained about the job of the employees (Salancik & Pfeffer, 1978). Second school of thought is regarded as personality based approach (Judge, 1993) which is basically supported by the dispositional theory which entailed that some cognitive feeding is there about the dissatisfaction level in the employees mind as that is the reason that employees possess same level of satisfaction while doing different jobs. However distinct personality ingredients which explain such disposition were not highlighted by the study.

## **2.4) Impression Management**

Need of belongingness always exists there at workplace as it is a human and social prerequisite. Such attitude and behavior of managerial staff is often regarded as impression management. Management sciences literature is not naïve to impression management as this concept has been studying from many years but the modifications are becoming the part of its development. Impression management is a concept borrowed from sociology and psychology disciplines. Literature has been defined it as a behavior by an individual which seeks to control or manipulate the attributes on which he can be judged or evaluated by others (Harris, Kacmar, Zivnuska, & Shaw, 2007; Metts, Grohskopf, Greene, & Burlison, 2003).



Impression management which is often recognized as self-presentation is also enriched from theoretical perspective as many theories describe this concept in relevant terms and domains. Theory of impression management entails that the leader or supervisor try to articulate an image which is not true in the sense the leader normally behaves (Giacalone & Rosenfeld, 2013; Leary & Kowalski, 1990) but implied just to get personal benefits like respect, authority and acceptance.

## **2.5) Moderating Role of Impression Management**

Impression management has many determinants and outcomes which are there in literature after getting evident from many empirical studies. But as far as the linkage with appraisal politics is concerned, some studies have been explained that manipulation in performance rating gets support from supervisor's impression management tactics (Judge & Bono, 2001; Wayne & Green, 1993) as these can further disturb the perceptions of employees regarding fairness of rating systems. Such bad perception can lead employees towards a dissatisfaction level which can harm wide range of job outcomes (Longenecker, Sims Jr, & Gioia, 1987; Wayne & Kacmar, 1991). Impression management is poisonous for satisfaction of employees because a feeling of getting deceived emerges from the root which makes it terrible for an employee to stay in the organization.

## **2.6) Perception of Appraisal Politics and Turnover Intention**

Perception of appraisal politics can enhance the quitting intention among employees and the same has been transposed by the literature at many occasions. When the employees develop thinking that organization is not rating them fairly, the feelings and intentions to quit the job has been emerged due to the perception of injustice and deception. The same has been depicted by the organization justice theory which stresses on the fairness in distribution of the rewards, the procedures through which the rewards can be achieved and interactional justice practices. When such fairness will be eliminated from the organization and its management, it will lose the relationship up to such extent that employees will think about leaving the organization that can be very harmful for the organization. So this research study is proposed this hypothesis after extensive literature review;

**H1:** Perception of appraisal politics has significant impact on employees' turnover intention.

## **2.7) Mediating Role of Job Dissatisfaction in the Relationship between Perception of Appraisal Politics and Turnover Intention**

Perceptions of appraisal politics are not always directly initiate the turnover intentions as the literature has been persuaded that such perceptions of polluting performance ratings can enhance dissatisfaction among employees (Schut et al., 2015). Employees' dissatisfaction has many dangerous and wide range consequences on both organizational and individual fronts like declining performance, diminishing commitment and poor behavior are some key attributes which have been generated by dissatisfaction (Demirtas & Akdogan, 2015). When employees found that their supervisor is not appraising them on real ground rather he crystal gazes the rating just for the personal sakes, it decreases the satisfaction among the employees. Past studies have been provoked turnover intention as one of the most important outcomes of job dissatisfaction too (Ibrahim, Ismaiel, Mohamed & Raduan, 2016). So this study is aimed to test the following hypothesis;

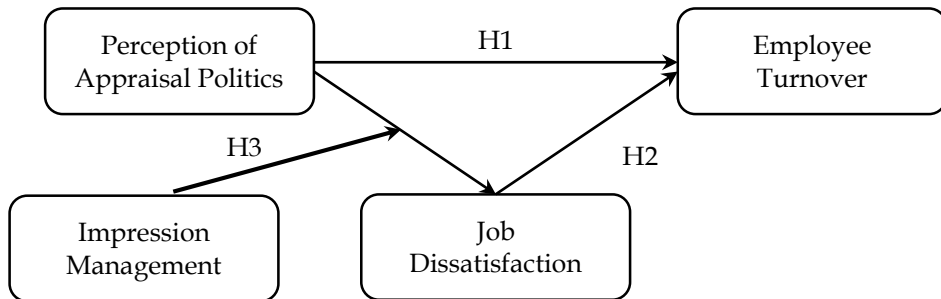
**H2:** Job dissatisfaction significantly mediates the relationship between perception of appraisal politics and turnover intentions.

## **2.8) Moderating Role of Impression Management in the Relationship between Perception of Appraisal Politics and Job Dissatisfaction**

Past authors of the domain have been talked about the relationship between perception of appraisal politics and job dissatisfaction. Yet impression management has been incorporated at rare instance between those relationships. But literature has been urged that impression management done by the supervisor can pace up dissatisfaction among employees which already has been generated through appraisal politics (Parhankangas & Ehrlich, 2014). Impression management confronted employees from the artificial image building of supervisor which he is doing for the personal sake that can harm the organization and its philosophy (Vries, Zettler & Hilbig, 2014). Impression management is strongly associated with appraisal politics and thus it also has an influence on job dissatisfaction. So this research study is proposing the following hypothesis;

**H3:** Impression management significantly moderates the relationship between perception of appraisal politics and job dissatisfaction.

## Theoretical Framework



## 3) METHODOLOGY

### 3.1) Nature of the Study

In the current paper, research conducted was empirical and cross sectional in nature. Empirical study was conducted to analyze any possible relation between perception of appraisal politics on employee turnover intention and mediating role of job dissatisfaction in this relationship. Furthermore, this empirical study also investigated the role of impression management as a moderator in the relationship of appraisal politics and job dissatisfaction.

### 3.2) Population & Sample

The research for this study was conducted in National Database and Registration Authority (NADRA). NADRA is the sole authority of civil registration and secure issuance of Computerized National Identity Card (CNIC) in Pakistan. In order to serve the nation in a more efficient way NADRA has developed a gigantic and extensive network of more than 17000 employees, which perform their duties in more than 390 interactive registration centers, 201 mobile vans and 200 semi mobile units.

For selecting a sample from the population simple random sampling technique was used which falls in the domain of probability. Sample size for this research work consisted of n=200 employees of performing their duties at upper and lower level management in interactive registration centers of NADRA situated in Islamabad and Rawalpindi. The size and network of the organization restricted the applicability of a more structured sampling technique and its application. Sample included 66% male workers among which most of the employees were on regular employment.

### **3.3) Procedure**

Target population for this research work was NADRA employees and data was collected from employees of Islamabad and Rawalpindi centers of NADRA. These interactive integrated centers were approached in person for data collection process. All the available employees of upper and lower level management were encouraged to participate in the study. For data collection process the interactive integrated centers of NADRA were approached in person for accurate data collection and unbiasedness to some extent. Questionnaires were distributed personally to each respondent and researcher remained in the interactive center premises during data collection process to guide and help any respondent if required.

### **3.4) Measurement**

#### ***3.4.1) Perception of appraisal politics***

Perception of appraisal politics was measured by scale developed by Tziner, Latham, Price, & Haccoun, (1996). After minor changes in instrument according to the situation, 30 items of appraisal politics were used in this study. Following are those 30 items;

- 1) Supervisors avoid giving performance appraisals that may antagonise employees (e.g. a low rating).
- 2) Supervisors avoid giving a low performance appraisal because they fear that employees will try to transfer to other bosses.
- 3) Supervisors inflate performance appraisals of those people who can procure for them special services, favours or benefits.
- 4) Supervisors inflate the performance appraisals of employees who have access to valuable sources of information.
- 5) Supervisors' performance appraisals reflect in part their personal like or dislike of employees.
- 6) Supervisors' appraisals are affected by the extent to which employees are perceived as sharing the same basic values as them.
- 7) The performance ratings of employees are affected by their ability to inspire enthusiasm in the supervisor who appraises their performance.
- 8) Supervisors give performance appraisals that will make them look good to their own supervisors.

- 9) The quality of the supervisor-subordinate personal relationship throughout the appraisal period (e.g. tense or relaxed, trusting or distrusting, friendly or hostile) affects the performance rating.
- 10) Supervisors are likely to give an inflated performance appraisal in order to avoid negative or uncomfortable feedback sessions with subordinates.
- 11) Supervisors avoid giving performance appraisals that may have negative consequences for the employees (e.g. no promotions, layoff, no bonus, salary freezes, etc.).
- 12) Supervisors inflate performance appraisals in order to maximise rewards for their subordinates (e.g. salary increases, promotions, bonus, etc.).
- 13) Supervisors produce accurate performance appraisals only to the extent that they may be rewarded for doing so or failing to do so.
- 14) Supervisors produce accurate performance appraisals only to the extent that they are perceived as a norm in their organisation.
- 15) Employees holding a high status position in their organisation will get a higher performance appraisal than is deserved (i.e. regardless of their real performance, employee appraisals are affected by the organisational status of the positions they hold).
- 16) Supervisors give high performance ratings because they believe that their subordinates have already passed through many organisation hurdles and therefore are highly competent.
- 17) In assigning ratings, supervisors conform to what they believe is normative (acceptable) in their organisation so as to avoid disapproval by their peers.
- 18) Supervisors give low performance appraisals to teach rebellious employees a lesson.
- 19) Supervisors use performance appraisals to send a message to their employees (e.g. encourage risk-taking, creativity, etc.).
- 20) Supervisors inflate performance appraisals of those employees who possess special characteristics (e.g. high popularity, compliancy, etc.).
- 21) The fear that performance appraisals may threaten the self-esteem of subordinates discourages supervisors from giving an appraisal that is negative although accurate.
- 22) Supervisors give higher performance ratings than are deserved in order to gain support or cooperation from their employees.
- 23) Supervisors give higher performance appraisals than are deserved in order to repay favours to their employees.

- 24) Supervisors give equivalent performance ratings to all their subordinates in order to avoid resentment and rivalries amongst them.
- 25) Supervisors give higher performance appraisals than are deserved to those employees who control valuable organisation resources.
- 26) Performance appraisals in the department are only about getting rewards.
- 27) The criterion for assessment is based on the strategic goals of the department.
- 28) The performance appraisal procedure in the department is fair and transparent.
- 29) Supervisors use performance appraisals to achieve the goals of the department and to build capacity of employees.
- 30) Performance appraisal helps to improve the performance of the department and develop skills of employees.

#### ***3.4.2) Turnover intention***

Three item scale was used to measure turnover intention in this research work. The measurement of turnover intention was done by using scale developed by Mobley, Horner, & Hollingsworth (1978). Following are those three items:

- 1) I often think about quitting my present job
- 2) I will probably look for a new job in the next year
- 3) As soon as possible, I will leave the organization

#### ***3.4.3) Job dissatisfaction***

For this study job dissatisfaction was measured by using Minnesota Satisfaction Questionnaire (MSQ) of job satisfaction developed by Weiss, Dawis, England and Lofquist (1967). 18 items of this scale were incorporated to measure the job dissatisfaction of employee and responses were measured by using five point likert scale. Following are those items:

##### ***3.4.3.1) General working conditions***

- 1- Hours worked each week
- 2- Flexibility in scheduling
- 3- Location of work
- 4- Amount of paid vacation time/sick leave offered

### ***3.4.3.2) Pay and promotional potential***

- 5- Salary
- 6- Opportunities for Promotion
- 7- Benefits (Health insurance, life insurance, etc.)
- 8- Job Security
- 9- Recognition for work accomplished

### ***3.4.3.3) Work relationships***

- 10- Relationships with your co-workers
- 11- Relationship(s) with your supervisor(s)
- 12- Relationships with your subordinates (if applicable)

### ***3.4.3.4) Use of skills and abilities***

- 13- Opportunity to utilize your skills and talents
- 14- Opportunity to learn new skills
- 15- Support for additional training and education

### ***3.4.3.5) Work activities***

- 16- Variety of job responsibilities
- 17- Degree of independence associated with your work roles
- 18- Adequate opportunity for periodic changes in duties

### ***3.4.4) Impression management***

To study the moderating role of impression management in relation of appraisal politics and job dissatisfaction, impression management was measured by using instrument developed by Bolino and Turnley (1999). This scale is composed of five subscales that focus on five dimensions of impression management highlighted by Jones and Pittman (1982). Following are those dimensions Self-Promotion, Ingratiation, Exemplification, Intimidation and hamper your ability to get your job done.

- 1) Act like you know less than you do so people will help you out.
- 2) Try to gain assistance or sympathy from people by appearing needy in some areas.
- 3) Pretend not to understand something to gain someone's help.

- 4) Act like you need assistance so people will help you out.
- 5) Pretend to know less than you do so you can avoid an unpleasant assignment.

#### **4) RESULTS AND ANALYSIS**

To capture the real picture various statistical techniques are applied on data like descriptive data analysis, reliability analysis of the scale used in the study, correlation among dependent and independent variable, regression factor analysis, Cronbach’s alpha and Andrew f Hayes tests for mediator and moderator to check the mediating effect of job dissatisfaction among perception of appraisal politics and turnover intention and moderating effect of impression management between perception of appraisal politics and job dissatisfaction. These tests are significant as they can support our logic through actual facts and figures.

##### **4.1) Table 1: Cronbach's Alpha**

<b>Variables</b>	<b>Cronbach’s Alpha</b>
Perception of appraisal politics	0.896
Turnover Intentions	0.981
Job dissatisfaction	0.915
Impression management	0.977

Table 1 is illustrating the values of Cronbach’s alpha that is a measure of internal consistency. The above table tells the closeness of the items as a group. Table 1-1 is depicting that how reliable the scales are. The values of Cronbach’s alpha are 0.896, 0.981, 0.915 and 0.977 respectively for Perception of appraisal politics, Turnover Intentions, Job dissatisfaction and Impression management. The above values are showing that the measures were highly reliable.

##### **4.2) Table-2 Fitness of Model**

<b>CMIN/DF</b>	<b>GFI</b>	<b>CFI</b>	<b>RMSEA</b>
2.478	.898	.901	0.066



Fitness of the model through AMOS has been checked in order to check that either model is closely fit or not. First of all a ratio is given in which minimum discrepancy is divided with the degree of freedom. Carmines (1981) has suggested to take an indicator in which minimum discrepancy is divided by degree of freedom whose value should be less than 3 for a closely fit model and in our results, value of 2.48 is representing a closely fit model. Joresgog (1984) has suggested goodness of fit index (GFI) too as a significant indicator of fitness and the result of this study has given the value of .898 which is quite close to 1 so model will be considered highly closely fit. Bentler (1990) evoked that CFI is also a vital mean to check the fitness of model whose value is around .901 in our case which is a quite suitable one to declare a model as good fit. Root mean square error of approximation (RMSEA) is given the value of 0.066 which is lesser than 0.07 so it is also confirming that respective model is good fit.

**4.3) Table 3 Correlation among perception of appraisal politics and turnover intention**

Correlation			
		Appraisal Politics	Turnover Intention
Appraisal Politics	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	200	
Turnover Intention	Pearson Correlation	.554**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

Cohen (1988) proposes that the value range from .10 to 0.29 shows the weak relation among variable while the values range from 0.30 to 0.49 shows the moderate relation among variable and the value range from 0.50 to 1.0 shows the strong relation among variables.

The following table depicts that how much the variables are correlated with each other. The figures are depicting that perception of appraisal politics and turnover intention are significantly correlated with the value of 0.554 so it is showing the strong relationship among variables.

**4.4) Table 4: Regression Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.554 <sup>a</sup>	.307	.303	.78335

*a. Predictors: (Constant), Appraisal Politics*

The above table is illustrating the value of R square. R square is the indicator of explanatory power of the regression which is showing the value of 0.307 for R square and 0.303 for adjusted R square which means that the perception of appraisal politics can increase turnover intention to 30% which is quite significant.

**4.5) Table 5: ANOVA Statistics**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	102.902	1	102.902	87.677	.000 <sup>b</sup>
	Residual	232.382	198	1.174		

*a. Dependent Variable: Turnover Intention*

*b. Predictors: (Constant), Appraisal Politics*

The ANOVA table illustrates the significant relationship among variables. The value of significance of ANOVA tables for perception of appraisal politics and turnover intention is .000 which is less than 0.05 however it demonstrates that perception of organizational politics is strongly related with turnover intention.

**4.6) Table 6: Regression Coefficients and Weights**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Constant	.791	.254	.234	3.118	.002
	Appraisal Politics	.692	.074	.554	9.364	.000

*Dependent Variable: Turnover Intention*

The above table is telling about the individual effect of perception of appraisal politics on turnover intention. Results are showing that perception of appraisal politics can bring 55% change in turnover intention.

#### 4.7) Mediating Role of Job Dissatisfaction

In order to analyse the mediation effect between perception of appraisal politics and turnover intention Andrew F. Hayes process test was applied.

*Table 7: Mediation Results*

Total effect of X on Y			
Effect	SE	t	p
.6916	.0739	9.3636	.0000
Direct effect of X on Y			
Effect	SE	t	p
.6467	.0690	9.3731	.0000

The above mentioned table is justifying the mediating role of job dissatisfaction between the perception of appraisal politics and turnover intentions. Figures are demonstrating that job dissatisfaction mediates the relationship between the perception of appraisal politics and turnover intentions as the value of indirect effect in the presence of mediator is greater than the value of direct effect. P values for the indirect effect is also lesser than .05 so it is confirming that job dissatisfaction has been mediated the relationship quite significantly.

#### 4.8) Moderating Role of Impression Management

Hypothesis proposes that relationship between the perception of appraisal politics and turnover intentions is moderated by impression management. The moderator describes when a dependent variable that is perception of appraisal politics and independent variable that is job dissatisfaction is related.

*Table 8: Conditional effect of X on Y at values of the moderator(s)*

Model						
	coeff	se	t	p	LLCI	ULCI
constant	3.4609	.0503	68.7922	.0000	3.3617	3.5602
ImpMgt	1.7936	.0568	31.5777	.0000	1.6816	1.9056
AppPoli	.9202	.0497	18.5042	.0000	-1.0183	.8221
int_1	.0612	.0455	1.3471	.0495	-.1509	.0284

As the value of P for the interaction is lesser than 0.05 in above mentioned table so it is showing that moderator has significant effect in the relationship. This direction has been suggested by the process of Andrew F. Hayes so it has been confirmed that impression management significantly moderates the relationship between perception of appraisal politics and job dissatisfaction.

## **5) DISCUSSION & CONCLUSION**

The current investigation had three aims: firstly it is to address the inconsistencies and gaps in the previous research findings on perceptions of appraisal politics, secondly it is to study the negative consequences incorporated with impression management on job dissatisfaction that point employees to leave the organization. Thirdly it is to explore whether perceptions of appraisal politics were influencing employees in creating role-based hindrance through impression management. Analysis of the data collected from the respondents and application of statistical and analytical tool highlights the relation of the appraisal politics on turnover intention and role of job dissatisfaction as mediator and role of impression management as moderator in relationship of appraisal politics and job dissatisfaction which has been also approved by few of the past studies too (Ahmad et al., 2010; Salimäki & Jämsén, 2010).

In keeping with Miller et al. (2008) meta-analysis of the effects of perceptions of appraisal politics, the results of the existing study deduced from Pearson Correlation and ANOVA shows that perceptions of appraisal politics have a strong and positive relationships with employee turnover intentions and strong negative relationships with job satisfaction that ultimately increased employee turnover intention. Results of R square shows that perception of

appraisal politics has a significant impact on employee's turnover intention, while results of confirmatory factor analysis (CFA) also support this relationship. Thus, our results provide convincing evidence that supports our model that integrates the perception of appraisal politics with turnover intentions which supports the first hypothesis of the study. Same results have been produced by some of the previous studies (Longenecker et al., 1987; Poon, 2004; Wayne & Kacmar, 1991).

The current research work also focused on highlighting the role of job dissatisfaction as mediator in relationship of appraisal politics and employee turnover intention. Mediation was tested through a process designed by Andrew F. Hayes, which depicts a positive mediating role of job dissatisfaction. This result shows that negative consequences of perception of appraisal politics combined with job dissatisfaction strongly enhances the employee's intention to leave. Thus, supporting the second hypothesis of the study.

Moreover, the current study encompasses previous research by providing results that support for a relationship between perceptions of appraisal politics and impression management that were not clearly supported or tested previously. Precisely, perceptions of appraisal politics were associated with impression management that leads to increased job dissatisfaction, which was associated directly with increased turnover intention due to reduced morale. Political perceptions that an employee gauge through appraisals and false impression had a direct negative link towards employee morale, which was related to increased turnover intentions i.e., reduced performance. Our findings also showed that impression management fully moderates the relationship of perception of appraisal politics and job dissatisfaction which significantly effects employee reactions. This results supports the third hypothesis of this study which states that impression management moderates the relationship of appraisal politics and job dissatisfaction.

### **5.1) Implications of the Study**

This study proposes a number of essential theoretical contributions. First, the significant relationships between perceptions of appraisal politics and the organizational outcomes i.e., turnover intentions provide supplementary support for the conception that, in response to insights of appraisal politics, employees are expected to withdraw from an

organization in order to avoid such false attitudes and political games. Likewise, our findings propose that previous studies showing significant associations between perceptions of appraisal politics and adverse outcomes represent exceptions in the literature which may be due to statistical relics. In a broad sense, employee perceptions of illegitimate political activities including appraisal at work have consistently negative relationships with employee attitudes and intentions.

Our results have several practical implications. First, leaders should identify that although some political activities may be vital to the functioning of work groups and workplace but their own political activities may have unexpected consequences at an individual level. For example, leaders often make individual agreements with employees as a means of improving individual performance and reducing turnover. The present research exhibits that if these activities are perceived as political (i.e., based on favoritism and self-interest), then they may have extensive negative effects on employees members. Therefore, it is important for management and supervisors to make appraisals that enhance positivity and balance the costs and benefits of engaging in behaviors that may be perceived as political.

## **5.2) Limitations and Future Research**

The valuation of the primary studies, as well as the procedures adopted in data analyses may influence our model, result and estimates. However, applying different tests in the current study to prove our hypothesis and theory represented a pioneer effort to examine a complex, integrated model of psychological processes which relates the perceptions of appraisal politics to outcomes. However, we recommend that others view our findings as a first step toward building a model that explains how perceptions of appraisal politics are related to negative organizational outcomes. One possible way to prolong the current findings for future investigation is to examine explanations of the effects of perceptions of appraisal politics on stress level and social exchange by using varied and more direct measures of these constructs. Also, the current study used impression management as a moderating measure for employee job dissatisfaction. Thus, future studies should employ the alternative measures such as a proxy measure i.e., employee morale and other related concepts to replicate and extend the model tested in our study. In conclusion, this study extends awareness of linkages between perceptions of appraisal politics and employee dissatisfaction towards job by affirming the bivariate relationships between

politics and outcomes and supporting a theoretical framework of the outcomes of perceptions of appraisal politics.

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