

PERFORMANCE EVALUATION REALITIES: HOW APPRAISAL POLITICS SHAPE JOB SATISFACTION AND TURNOVER INTENTIONS

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Abstract

This research paper aims to examine the realities of the Employee Performance Evaluation System. It is generally perceived that this Evaluation is sometimes used for political purposes or personal bias rather than on merit and thus it affects Employee's satisfaction of job and intention to leave the organization (employee turnover). Therefore, we select the sample of highly qualified professionals working in different organizations and use the regression analysis to discover the exactness. Our result analysis in this study indicates that there is a strong relation linking appraisal of performance and employee job satisfaction and turnover intention, when employees notice that their assessments manipulated for any political purpose or personal bias it reduces their satisfaction of job, and tend to leave the job, hence it increases the organization turnover.

Keywords: Performance appraisal, Job satisfaction, Turnover intention.

1. INTRODUCTION

In today's constantly changing and robust business environment, organizational success relies upon the effective management of its employees, and HR (the employees working in an organization), as they are an extremely valued resource for any organization. Furthermore, enhanced output, modernization, and an involved and enthused workforce also back the entire organization's imperishability. The performance assessment process is an important aspect of the employee management cycle and it is essential to keep a contented and committed workforce (Daoanis, 2012). The performance evaluation system is a structured and disciplined practice to assess its employees' performance. It acts as a tool to analyze each person's efforts, achievements, and growth capability (Boachie-Mensah & Awini Seidu, 2012). The core intentions of any performance evaluation system are to provide the employees with fruitful criticism, synchronize individual and organizational goals, identify high performers and reward them accordingly, and identify areas for improvement (Abbas, 2014). By setting vivid performance expectations and delivering frequent assessments, an organization can escalate the Professional development, growth, and workforce engagement of its employees (Salleh et al., 2013). Furthermore, it is commonly considered that the performance assessment system is utilized in favor of political intentions in contrast to assessing performance honestly and factually. Politics in performance evaluations describes the falsification or prejudice of performance assessments intended for personal or political motives. Despite this, Politics in assessments has an adverse impact on the entire process, specifically on job satisfaction and intention to exit the existing position (Poon, 2004).

It is essential for any organization hoping to retain its skilled and productive workforce to recognize the performance evaluation impact on job satisfaction and turnover intention. To address these consequences an open, fair, and performance-originated assessment procedure based on merit in preference to personal preferences and connections. By doing so organizations can lessen the disadvantageous effects of political appraisals, satisfaction of job escalates, and the intentions to exit the organization which as a result help create a workforce that is more committed and engaged (Javed, 2013).

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In this research, a comprehensive look at the performance assessment politics' link between satisfaction of job and intention to leave the organization is explored. In this study, the multifaceted connections between the presence of appraisal politics and employees' perceptions of their workplace, largely job satisfaction, and probability of leaving their present positions. This study sheds light on these forces at work by discovering how political evaluation affects employees' experiences and what it means for the stability of an organization. This research will scrutinize the research methodology, represent the study of data collected, talk over the propositions of the results, and determine by giving suggestions for the practice of organization and possible future research matters. Also, the unseen characteristics of performance assessment actualities and their considerable control on satisfaction of job and intent to exit the organization in the research.

2. LITERATURE REVIEW

The systematic analysis of on-the-job performance and an individual's performance in an organization is known as Performance Assessment. An individual's assessment of achievement, capabilities, activities, and overall success in his / her role in an organization refers to performance appraisal. According to Daoanis (2012), the key purposes of performance assessments are to give a reaction, examine parts of strong points and progress, support career enhancement, decide on progress and incentives or rewards, and synchronize to keep individual and organizational objectives on the same track. Politics in the corporation, however, can possess a huge effect on how satisfied and contented workers are with their jobs and how likely they are to decide to stay or exit the organization. Performance appraisal politics is the word used to describe how organizational and relational aspects, mainly personal biases, interests of individuals, and authority dynamics, can have an impact on how fair and goal assessments are made (Javed & Saif, 2013).

Politics surrounding performance assessments may impact positively on employees' intentions to leave their job roles and the satisfaction degree of the job. Satisfaction on the job can be adversely affected by performance appraisal politics such as bias, preference, and unjust conduct (Ismail et al., 2011). Furthermore, probability of turnover can be amplified as when staff members are treated unfairly or sense bias in assessments of performance, they may start to think about exiting the company they are working in (Javed, 2013). Several measures can be taken to reduce the impact of politics in the assessment of performance. It may include preservation to be clear during the process of assessment. Supervisors and managers or all those involved in appraising during the evaluation process. A feeling of ownership among members of staff is enhanced and lessens the political influence (Giles et al., 1997). Based on experimental evidence on satisfaction at work and intention to exit the company, the following section is comprised on the hypotheses development of this study.

H₁: Appraisal Politics is indirectly linked to Satisfaction of Job.

H₂: Appraisal Politics is directly associated with Intention to exit the organization.

H₃: Job Satisfaction is indirectly linked to Intention to exit the organization.

H₄: Mediate relationship of Satisfaction of Job between evaluation politics and intention to exit the organization.

Employees' feeling of justice and fairness is weakened when they see assessment politics in their performance reviews, which lowers their degree of satisfaction at work. Therefore, the mediatory role of supposed fairness may be used to explain the indirect link between assessment politics and happiness at work (Boswell & Boudreau, 2000). The apprehension, unease, and nonexistence of motivation that assessment politics may cause can also affect workers. Satisfaction at work drops as a result of these psychological pressures, and there is an immoral correlation between assessment politics and work satisfaction (Blau, 1999). Setiawati & Ariani (2020), claim that appraisal politics might cause workers to feel insecure about their roles. Employees may worry about undesirable consequences, such as losing their jobs or not moving on in their professions if they believe that one-sided or prejudiced practices have an impact on how their performance is assessed. The employees' satisfaction on the job is obstructed by this feeling of work uncertainty. Thus, the mediating part of job insecurity may be used to explain the indirect link between assessment politics and work happiness. This study advices, in accordance with (Long, 2014), offer many viewpoints on the inverse link between assessment politics and work happiness, stressing potential mediators such perceived fairness, psychological stress, insecurity of job, and organizational justice.

H₁: Appraisal Politics is indirectly linked to Satisfaction of Job.

Employees may be more likely to leave their jobs if they believe that politics, rather than quality, governs their evaluations of performance. Members of staff's displeasure with perceived unfairness and bias is a major factor in their decision to leave the company (Chaudhry et al., 2016). Additionally, according to (Javed, 2013), when workers have faith that politics is influencing their performance assessments, they lose belief in the

review grading system. Disconnection of workers and a wish to quit the company may come from absence of belief, creating a pure connection between evaluation politics and purpose to leave the company. Additionally, when workers sense political connection in assessment evaluation systems, they may look for possibilities in another place in pursuit of a more fulfilling and equitable work environment (Lambert & Hogan, 2009). These research arguments prominences factors like perceived injustice and lack of trust and employee disengagement, reduced satisfaction at work and disappointment, contrary mental and emotional effects, and decreased commitment with organization, highlighting the direct link between rating politics and turnover intention.

H₂: Appraisal politics is directly associated with Intention to exit the organization.

Job satisfaction has an indirect effect on turnover intention through its effect on organizational commitment, according to (Yang & Lee, 2009). When workers are happy in their positions, they become more committed to the company and experience a sense of loyalty and connection. As a result, there is a decrease in the purpose of leaving the organization. Hence, satisfaction at work has a moderating effect on organizational commitment, which in turn influences intention to exit the company. Also, content workers commonly feel greater levels of backing from their employers in the form of resources, accolades, and chances for progression. This apparent assistance reassures faithfulness and lessens intentions to leave. As a result, satisfaction at work is indirectly affects intention to leave the company by influencing how employees feel about organizational support (Lim et al., 2017). Job satisfaction, having close relationships with coworkers, feeling like you fit in with the organizational culture, and believing that quitting would cause big losses (Medina, 2012). This improved satisfaction at the workplace and decreased desire to exit the company. With possible mediators including organizational commitment, perceived organizational support, job happiness, work-life balance, and job engagement as examples, these research arguments show the indirect association between satisfaction of job and intention to exit the organization.

The relationship concerning assessment politics and intention to exit the organization is arbitrated by satisfaction of job. Workers' insights of impartiality in the performance evaluation process can be strongly impacted by assessment politics. Employees' work happiness is significantly impacted when they perceive assessment politics. This amplified intention to exit the organization is an outcome of the declined satisfaction at workplace. As a result, between assessment politics and turnover intention, job satisfaction mediates (Huang & Su, 2016). Additionally, workers with a greater level of job sanctification could regard their work as more important and satisfying, which would lessen the effect of intended turnover (Ganji et al., 2021). Workers who notice more stages of evaluation politics may have worse satisfaction in their jobs and a higher desire to leave their workplaces (Emerson, 2013). In addition, there is strong satisfaction of work mediation between intention to exit the organization and evaluations of performance, according to the study's hypotheses, which also suggest that the perception of political evaluation of performance will have a direct relationship on intention to exit the company (turnover) and an indirect relationship on satisfaction with their jobs.

H₄: Mediate relationship of Satisfaction of Job between Evaluation politics and Intention to exit the organization.

3. METHODOLOGY

3.1 Sample and Procedure

This quantitative study utilizes a survey-based approach involving 373 respondents to examine the impact of appraisal politics on job satisfaction and turnover intentions. Participant selection involves a purposive sampling technique to ensure representation across diverse organizational settings, considering factors such as tenure and experience with performance appraisal processes. The survey instrument includes standardized measures to assess appraisal politics, job satisfaction, and turnover intentions. Statistical analysis, including regression analysis, is employed to analyze the collected data, aiming to identify significant relationships between variables. Ethical considerations are addressed by obtaining informed consent from participants and ensuring the confidentiality of their responses. The findings from this study contribute to a deeper understanding of how appraisal politics influence employee attitudes and behaviors in the organizational context, offering insights that can inform strategic decision-making and human resource management practices.

3.2 Measures

Three key indicators for the study were political evaluation of performance, job satisfaction, and intention to leave. A rating scale of 1 to 10 was used (Strongly Agree and Strongly Disagree were two extreme ends) and the questionnaire items were given to the participants to complete. An overall score for each measure was created by averaging the rating on the various items. A higher score meant that one had performed better on the test. The items for the predictor variables were chosen and modified from the questionnaires of political

considerations in performance appraisals. Items from various research papers were chosen based on how well they fit the political motives behind the inflation and deflation of performance ratings in the performance appraisals conducted in their organizations were gauged using 15 items. Perceptions of politics in the assessment. Items from the Questionnaire of Political Considerations in Performance Appraisal (QPCPA) were selected and altered to serve as the predictor variable (Tziner and Latham, 1996). The group of individuals consist of three, provided feedback on the items' suitable for the study, and those items were then chosen. Fifteen items were used to assess participants' views of the political motivations influencing the inflation or deflation of performance ratings in their organization's performance appraisals. The Extraction Method was used in this research was Principal Component Analysis in which the relationships among performance evaluation insight /perception, satisfaction in job, intention to leave the organization were unveiled.

4. DATA ANALYSIS:

Statistical analysis was performed by using SPSS. In the study, we initially start with descriptive analysis to check the normality of the data (See table 4.1). Subsequently, we checked the reliability and validity to ensure the internal consistently and accuracy of measurement model (See table 4.2 and 4.3). Finally, table 4.4 shows the outcome of the tested hypotheses, as all the hypotheses result shows the significant results, the path coefficient indicated the power of relations between constructs.

4.1 Descriptive Statistics

In table 4.1, we have checked the descriptive aspect of the data by analyzing mean, standard deviation, variance, skewness, and kurtosis. Since all the values of skewness and kurtosis ranges between (+3 to -3) suggesting that data is normally distributed.

Table 4.1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
PPA_T	373	3	10	6.03	1.719	2.956	-.220	.409	-.282	.798
TI_T	373	3	10	6.66	1.452	2.109	.055	.409	.913	.798
JS_1	373	0	3	1.85	.939	.883	-.403	.409	-.641	.798
Valid N (listwise)	373									

4.2 Reliability

In this section of the statistical analysis, the internal consistency of the data by examining the Alpha Value. As the results show, all the Cronbach alpha values are greater than 0.7 suggesting a high-level internal consistency.

Table 4.2: Reliability Analysis

	Cronbach's Alpha	N of Items
PPA_T	.847	10
TI_T	.733	4

4.3 Validity

About half of the variance was explained by the first two variables. The third factor, which only had one item and only explained 8% of the variance, was left out of the subsequent analyses. Eight items make up the first factor, which was given the label "motivational motive" because the items seem to reflect managerial discretion used to reward workers and uphold a positive work environment. For example, "Managers in my organization inflate performance ratings to maximize rewards to their employees" and "Managers in my organization avoid giving low performance ratings that may antagonize employees" are examples of items that fall under this factor. Six items were included in the second factor, that was given the label "personal bias and punishment motive" because its items deal with issues of favoritism, favors, and punitive measures. Examples include "Managers in my organization give low performance ratings to teach rebellious employees a lesson" and "The performance ratings of managers in my organization partially reflect their personal liking or disliking of the employees." In the analysis, these two political motivations were considered as separate variables. Outcome

evaluations. Participants in the job satisfaction survey indicated how satisfied, overall, they were with their current employment. Overall satisfaction of the job is a unidimensional construct that can be easily depicted with a single-item general measure, even though multi-item measures are typically advised. A comprehensive evaluation of employee job satisfaction implicitly includes all pertinent information (Schneider et al., 1992). According to research, a single-item global measure of job satisfaction has construct validity that may be higher than that of multiple-item measures and is on par with facet measures in terms of validity. Consequently, using a single item to represent overall satisfaction in this study would be appropriate. The Third Variable was Employees' Intention to Exit: In our research one item ("I'm thinking of quitting my job") was adopted from (Bozeman & Perrew, 2001; Vigoda, 2000) to measure the Turnover Intention. In tables 4.3 and 4.4, we ensure the accuracy of the data by analyzing convergent and discriminant validities respectively, the AVE value which is greater than >0.5 suggesting the high correlation of the items. However, the result of the discriminant validity suggests that the construct is totally unique and different from each other.

Table 4.3: Correlations

		PPA_T	TI_T	JS_1
PPA_T	Pearson Correlation	1		
TI_T	Pearson Correlation	.666**	1	
JS_1	Pearson Correlation	-0.32	0.11	1

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

Table 4.4: Convergent Validity (AVE)

	L	LSQ	AVE
PPA_1	0.739	0.54630	0.50936
PPA_2	0.748	0.56007	
PPA_3	0.887	0.78603	
PPA_4	0.514	0.26413	
PPA_5	0.643	0.41319	
PPA_6	0.522	0.27266	
PPA_7	0.859	0.73873	
PPA_8	0.591	0.34950	
PPA_9	0.838	0.70272	
PPA_10	0.678	0.46022	
TI_1	0.733	0.53667	0.61395
TI_2	0.874	0.76310	
TI_3	0.757	0.57353	
TI_4	0.763	0.58250	
JS_1	-0.586	0.34325	

Table 4.4: Fornell-Lacker Scale

	PPA_T	TI_T	JS_1
PPA_T	0.713		
TI_T	0.666	0.783	
JS_1	-0.320	0.110	0.210

Table 4.5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.666 ^a	.443	.425	1.101

a. Predictors: (Constant), PPA_T

Table 4.6: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.896	1	29.896	24.660	.000 ^b
	Residual	37.581	31	1.212		
	Total	67.477	32			

a. Dependent Variable: TI_T

b. Predictors: (Constant), PPA_T

Table 4.7: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.271	.709		4.615	.000
	PPA_T	.562	.113	.666	4.966	.000

a. Dependent Variable: TI_T

Table 4.8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.320 ^a	.103	.074	.904

a. Predictors: (Constant), PPA_T

Table 4.9: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.900	1	2.900	3.547	.069 ^b
	Residual	25.342	31	.817		
	Total	28.242	32			

a. Dependent Variable: JS_1

b. Predictors: (Constant), PPA_T

Table 4.10: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.904	.582		4.990	.000
	PPA_T	-.175	.093	-.320	-1.883	.069

a. Dependent Variable: JS_1

5. DISCUSSION

This study sought to examine the link between satisfaction of the job, the desire to leave the organization, and opinions about the politics around performance reviews. The primary goal, according to Tziner and Latham (1996) was to look at how people's views of evaluation politics altered depending on the environment. The items used to measure this variable, however, underwent a component analysis that identified two independent factors: the first was related to political motives that seem to benefit employees (called the motivating motive), while the other was less beneficial (called the punitive motive and personal bias). Therefore, the two variables were looked at independently. The study hypotheses were validated if the personal bias and punishment motive variables were employed to signify political evaluation of performance. When employees felt their performance assessments were influenced by emotional variables like personal preference and to penalize them, they reported poorer work satisfaction. These beliefs also indirectly impacted workers' intentions to depart by lowering job satisfaction.

The use of biased or punitive ratings manipulation is likely to be perceived as unfair and unwarranted, which will result in low satisfaction at work and high employee resignation rates. Whether or if this is indeed the case will only be revealed by future research that applies appropriate ideas, such as organizational justice theory, to studies of this nature. When employees considered that ratings of performance were manipulated to reward employees (or prevent bad outcomes for them) and to foster a positive work environment (for instance, by avoiding situations that would lead to resentments and conflicts), satisfaction of job and intention to leave their current position were not affected.

Future research on how employees perceive management's use of discretion by managers to ensure the accomplishment of the objectives (such as task-performance goals, interpersonal goals, and strategic objectives) will be interesting given that these manipulations have the ability to benefit both individual employees and the organization as a whole. If the answer is yes, then it is necessary to consider the benefits and drawbacks of accurate evaluations vs higher degrees of motivation of employees. The effectiveness of perceived-legitimate rating manipulations as a motivating tool is another issue that must be addressed.

The findings of this study reveal that the varying effects of perceptions of performance assessment politics are connected to the different types of political motives. Performance evaluations that are tampered with for motivating purposes do not have the same damaging impact on work satisfaction and the likelihood that an employee would quit as evaluations that are tampered with for personal prejudice or punitive purposes. Therefore, in order to conceptualize this variable as having at least two separate components with possibly varied correlates, it is necessary for future study on the consequences of political appraisal of performance.

Given that the findings show that performance appraisal politics that are perceived to result from personal bias and punishment motives have negative effects on employees' job satisfaction and turnover intention, what should organizations do to reduce the likelihood of such flaws among their raters and improve the quality of appraisals? Since political motivations are intentional rather than the result of a rater's cognitive incapacity, it is unlikely that strategies like perception training, improving appraisal methods, using memory aids, etc. will be successful in raising the quality of appraisals. Organizations must first try to amend the social and political context in which the evaluation happens to encourage raters to deliver accurate assessments or, at the very least, avoid manipulating ratings to further personal agendas. This is a challenging process that involves changing contextual factors including the reward and punishment scheme, the purpose of performance reviews, assessment standards, and the trust-fostering environment (Cleveland and Murphy, 1992). Politically motivated organizations, for instance, are less likely to be present in groups when there is a high degree of member trust. If one does not already exist, it takes time to establish one. A quicker tactic would be to alter the system of rewards and penalties. If an organization is serious about improving the quality of its performance assessments, it should have managerial repercussions (such as rewards for correcting faulty appraisals and penalties for failing to do so). Organizations would need to consider the appraisal attribute while evaluating the work performance of raters to do this.

6. CONCLUSION

Additional strategies for minimizing rater bias include employing more sources of assessment or alternate evaluation techniques like forced distribution (Rynes et al., 2002). When it comes time to providing negative ratings, the latter strategy has the added benefit of improving insights of justice and easing the perceived load of a single rater. In situations when there isn't a clear target for an employee's wrath, raters may be more inclined to provide honest assessments. Finally, manipulation of ratings is less likely to arise if raters are required to explain the gradings they provide, for example, by adding precise evidence of incidents and real-world job behaviors with performance assessments.

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