



**RESEARCH PAPER**

**Role of Organizational Commitment and Performance Appraisal  
Politics in Employee Turnover Intention**

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**PAPER INFO**

**Received:**  
January 11, 2019

**Accepted:**  
June 24, 2019

**Online:**  
June 30, 2019

**Keywords:**  
Organizational  
Commitment,  
Performance  
Appraisal Politics,  
Employee Turnover  
Intention,  
Rescue 1122

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**ABSTRACT**

Despite lot of studies have discussed the employee behaviour in public organizations, understanding and consequences related employee turnover intention still received little attention. The main objective of the study is to investigate the moderating role of organizational commitment on the relationship of performance appraisal politics and employee turnover intention in Punjab Emergency Services, Pakistan. The survey technique has used to collect the one hundred one (101) responses for data analysis. The partial least square structural equation modelling has adopted to draw the findings of the study. The results of study revealed that performance appraisal politics (PAP) and employee turnover intention (TOI) in Rescue 1122 found the positive relationship. Alternatively, organizational commitment (OC) found also negatively related with TOI, mean OC decreasing the TOI. Furthermore, moderating role of OC found negatively influencing the relationship of PAP and TOI. Therefore, OC plays the main role in decreasing the PAP and TOI influence on Rescue 1122 employees. The study framework should empirically validate on other government and private department as well.

**Introduction**

Children The employees of any organization have become a strategic tool for competitive advantage. The organization is investing large amounts of training and motivating their employees. Despite the increasing focus of organizations on employee, they are facing the issues such as low commitment and high turnover of employees (Afsar, Shahjehan, & Shah, 2018). The organizational are facing problem

such as increase in recruitment cost, loss of investment in training and development and erosion of customer relationship after the turnover of employees. Many prior studies O'Connell and Kung (2007), argued that due to associated costs, the greatest opposition for human resource departments has come out in the form of TOI. Gemignani (1998) and recently Roche, Duffield, Homer, Buchan, and Dimitrelis (2015) has found out that in many organizations costs raised from recruitment and turnover of employees are 50 percent of the salary of employees, estimates that it costs about 50 percent of a single workers salary on an annual basis for every employee that is lost which includes the cost of their hiring and training.

Over the last several years' numerous scholars have used different theoretical models to study the impact that organizational politics is having on employee TOI. But still their relation seems like a mystery which does not seem to solve. The construct politics of performance appraisal are still new, and an area of research that is still materializing (Vinaa & Hassanb, 2017). The appraisal system of performance of a firm is a process that is created to not only inspire but also reward the best performer (Rosen, Kacmar, Harris, Gavin, & Hochwarter, 2017). Though an appraisal system that is both impartial and sound helps to bring to the top, the real leaders of a firm but in most firms a lot of times it is politically manipulated. An appraisal system that is politically manoeuvre negatively affects the performance of employees and it also forces their TOI as it reduces their devotion to the organization (Vinaa & Hassanb, 2017). In the context of management and organizational behaviour which includes employee TOI behaviour, the examination of attitudes of employees as well as their behaviour has become an important subject of discussion (Moen et al., 2017).

The TOI has been recognized widely as the intellectual predictor of turnover (Tziner, Latham, Price, & Haccoun, 1996). Employee turnover and staff TOIs have become vital concerns under these conditions for the organization to retain their employees (Ma & Trigo, 2008). Thus, grasping the precursors of TOI is very important for organizations. Past studies have shown that performance appraisal politics and OC are the crucial predecessor of employees' TOI (Mowday, Porter, & Steers, 1982). Furthermore, limited studies investigated the moderating role of OC to the relationship of politics and performance of employee's appraisal TOI. The current study proposes that the moderating role of OC affect the link between PAP and TOI.

## **Literature Review**

### **Turnover Intention (TOI)**

The deliberate and conscious effort made by an employee to switch his role or job within or outside of his or her organization is known as job TOI (Abii, Ogula, & Rose, 2013). Intentions to leave any job with respect to their nature can be categorized in two types voluntary or involuntary (Podsakoff, LePine, & LePine,

2007) but the voluntary intention of an employee to resign from his or her position is one of the most predominant intention (Crossley, Bennett, Jex, & Burnfield, 2007). Three elements define the voluntary intention of leaving a job which are withdrawal cognition, resolve to look for a fresh job, and thoughts of quitting the current job (Carmeli & Weisberg, 2006). It is argued in many prior and current studies Crossley et al. (2007) that the main reasons behind voluntary TOI are the perception of employees that they are not being rewarded in accordance with their job status and labour market value. In addition to them, there can be some personal reason as well, as one can leave or switch because of reallocation of a spouse, early retirement because of any personal reason or illness, defining his or her role in the family, and moving to his or hometown or country.

As discussed earlier that, employee turnover is an emerging issue which has become a nightmare for modern day organizations. However, no problem comes without its solutions. Afsar et al. (2018) argued that management, or co-worker, transparent reward system, increasing balance between work and life, enhancing their dedication to the current job, and providing growth opportunity are some of the ways through which an organization can retain their current employment, whose retention is less costly than his or her switching.

TOI is recognized as a strong predictor of employee turnover. Preceding research has made it known that TOI is significant and is related to OC in a negative and consistent way (Parasız, Koç, Ilgar, & Şahin, 2017). Furthermore, the TOI of employee positively related to performance appraisal politics (Chaudhry, Awan, & Tariq; Poon, 2004). The researches Chew and Chan (2008) stated that instead of an actual turnover, the more attention should be given to TOI which can be regarded as an immediate antecedent of actual turnover. This indicates that the employee TOI is the biggest reason and it should be cured prior to actual turnover and its examination provide an opportunity to decrease actual turnover (Lambert, Hogan, & Barton, 2001).

### **Organizational Commitment (OC) and Turnover Intention (TOI)**

The dedication towards organization is basically an efficacious interconnection between the worker and the organization (Vinaa & Hassanb, 2017). Basically, it is the intellectual confederation of an worker with its firm, which ensure that both are analogous to the aim and value congruence, behaviour that is in terms of investment in the firm, and likely to stay with the firm (Saks & Johns, 2008). Moreover, Mowday et al. (1982) noted that the linkage between a worker and a firm would be strengthened if the employee believes in and takes up the aims and morals of the firm. Also, an integral part of a worker's psychological state is OC; employees who have an increased level of OC may be engaged in much behaviours with their organization, such as intention to remain with that organization and high job performance, both of which are the benefits to the organization. Moreover, they suggest that the degree of employee commitment is valued by the leader of the organization (Paillé, Fournier, & Lamontagne, 2011).

Likewise, Kumar, Ramendran, and Yacob (2012) claimed that organizations that have employees' commitment can achieve goals more effectively and efficiently. Furthermore, employees' commitment can reduce causes of TOI.

OC has been considered the principle forecaster of turnover and TOI. It has been established that workers who are highly dedicated to their firms will have a reduced level of TOI (Ali & Baloch, 2009; Rahman, Naqvi, & Ramay, 2008). On the other hand, Mowday et al. (1982) suggested that an organization's workers who have increased levels of OC will stay with the organization. Furthermore, OC is an important attitude to evaluate employees' TOI; when employees are less committed, those employees will find some other reason to leave. If the occasions are unreachable, their emotional or state of mind may lead to their withdrawing from the firm (Lok & Crawford, 2004). Moreover, Buchko, Weinzimmer, and Sergeev (1998) noted that turnover and TOI are consequences of OC. Chances are that workers with a reduced level of OC are more inclined to resign from the organization. In other words, employee's TOI depends on the OC (S. Ahmad, Shahzad, Rehman, Khan, & Shad, 2010). Furthermore, Meyer, Stanley, Herscovitch, and Topolnytsky (2002) suggested that OC's correlation with TOI is more powerful than with just turnover.

The factor that contributed the most to increased turnover of employees in Asia is OC as identified by a study done earlier among 212 companies of Singapore (Khatri, Fern, & Budhwar, 2001). Additionally, Griffeth, Hom, and Gaertner (2000) suggested that OC is the immediate precursor to turnover. Sethi and King (1998) stated that commitment for organizations is very important and is related to TOI. Namely, commitment that is affective is related negatively to TOI; while commitment that is continuous shows an inverse relation with TOI; continuous commitment is associated with lower TOI. Furthermore, Perryer, Jordan, Firms, and Travaglione (2010) confirmed that OC is related to TOI. Effective and continuous commitment has a negative relation to TOI. Paillé et al. (2011) found that OC affects employees' TOI. Specifically, affective commitment is the leading forecaster of worker TOI. Likewise, Wasti (2003) stated that effective commitment is the most important dimension of OC to predict TOI. Abu Elanain (2010) stated that OC has a negative relationship to TOI and that increased level of OC leads to lower levels of TOI. The commitment to organization has been said to be stronger and a more imperative forecaster of both turnover and the intention of turnover among various communities of occupation, for example, call centre employees (Zhou, Long, & Wang, 2009), medical staff (Rubel & Kee, 2015), and university staff (Raihan, 2012).

Despite all the disagreements that point out the value of organizational commitment on intention of turnover, however the studies linking the two variables are very restricted in number. Nonetheless, the literature focusing on organizational commitment has some shortcomings. Likewise, in the past, some of the research shows variability in the relationship between organizational commitment and the intention of turnover. Secondly, the focus by scholars has

been conventionally on the western organization even though the retention and low commitment is high in Pakistani organization. Based on previous researcher's findings this current study presented the hypothesis mentioned.

H: OC will be related negatively to employee TOI.

### **Performance Appraisal Politics (PAP) and Turnover Intention (TOI)**

Another component that is performance appraisal is explained here, also assumes to have an effect on the intention of turnover, which is seen as an important medium for bringing change to the attitude and behaviours of workers like dedication to the firm and intention of turnover (Morrow, 2011). Miner (1962) is among the pioneering who explained performance appraisals which is the most basic function of management of evaluating the workings of their subordinates within their department or organizations on a periodic basis. Performance appraisal was defined by Edwards and Ewen (1996) as systematic review of staff performance, on the basis, of written work at regular intervals of time to appreciate their employees performance. The definition of performance appraisal could be as a core function of management such as assessment of work performance of employees for a regular time period for the purpose of finding the level to which the duties are being effectively performed by the employees (Griffin & Ebert, 2002).

According to Whiting and Kline (2007), the researchers on performance appraisal shows a clear connection between the performance appraisal and the intention of turnover, on the other hand the study provided by Guchait and Cho (2010) presented different outcomes in which the researchers postulate that performance appraisals have been examined as a key reason for employee turnover intentions to resign from the firm. Similarly, in academic areas of Mustapha and Daud (2012) confirmed that, performance appraisal is related positively to career commitment of employees and is adversely with the leaving intention. For many years, most of the empirical studies that have taken place, examine an undeviating relationship between performance appraisals and the intention of turnover. Various results have been highlighted by researchers for instance, researchers verifies that, performance appraisals has negative influence on the turnover intention of employees, which explains that, when the performance is perceived by employees, procedure along with other HR practices to be fair and just, their intention to leave the organization got minimised (Rubel & Kee, 2015). Secondly several studies argued that, when performance appraisal is based on politics and become biased, then chances to leave or switch by the employee got increased (Salleh, Amin, Muda, & Halim, 2013).

The performance appraisal politics is a system of appraisal which can be exploited through politics to satisfy the vested self-serving interests and demoralize the justice (Tziner et al., 1996). Actually, top management carries out the appeals system in the politics with the intention to promote the people that are their favourite and they do it through fudge by the score's appraisals or ratings

(Chaudhry et al., 2016). For example, a manager inflates ratings to obtain the consideration of employees or avoid dispute over reduced rating performance and the other thing is the use of high-performance rating to increase the pay and provide the maximum promotions (R. Ahmad, Lemba, & Ismail, 2010). Given how prevalent politics is in performance appraisal processes, it is imperative to see the impact it has in the attitudes and behaviours of workers. Moreover, when workers are treated with discrimination, there is a high chance that they will react by firstly changing their attitude towards their job, and later on followed by disappointment in long term which will force them to give their job up and leave (Vigoda, 2000). Furthermore, previous studies have found that politics of performance appraisal is notably related with TOI of employees (Javed et al., 2013). Based on findings of past research, the following hypothesis proposed:

H: Politics in Performance appraisal will be positively related to employee TOI

H2. Perceptions of performance appraisal politics will be positively related to TOI.

### The Moderating Role of Organizational Commitment (OC)

A lot of past studies have found the constructive significant link between performance appraisal politics and TOI of employees (Chaudhry et al., 2016). Furthermore, they suggested that should introduce the third variable which can moderate relationships between politics of performance appraisal and TOI of employees. In this view, the current study on the based-on theory that introduces the moderating effect of OC on the connection of politics in performance appraisal and TOI of employees. Therefore, the following hypotheses proposed.

H3: The moderating role of OC will negatively influence the relationship between performance appraisal politics and employee TOI

### Research Framework



Figure 1  
Research framework

## **Material and Methods**

This research is conducted in context of Rescue 1122 formerly known as Punjab Emergency Department of Pakistan. Rescue 1122 employees all over the whole Punjab were taken for this current study. The employee list was taken from the HRM department of Rescue 1122 from headquarter Lahore, Pakistan. For this study the total population is 9000 rescue employees. According to Krejcie and Morgan (1970) table, a total of three hundred sixty-eight (368) rescue employee was taken as the study's sample size. As also supported this sample size selection technique many authors as well specially, in context of Pakistan (Imran, Abdul Hamid, & Aziz, 2018). Moreover, simple random sampling technique was adopted to select the respondents. The random selection was made through Microsoft excel 2016 (RAND) function (Saunders & Lewis, 2015). Rescue employees of the Rescue 1122 were selected for study respondent. The face to face methods were acquired to administer questionnaires among people. 101 valid questionnaires were gathered. This current study sample represented the 27% response rate.

## **Measures of Variables**

Measures of the variable was gathered from the literature of past studies and the scale for this study is a Likert scale of seven-point (Choi & Eboch, 1998). The TOI in this study contains five items, adapted from (Kuvaas, 2006) study. Meanwhile, politics in performance appraisal adapted from the Poon (2004) study, contain fifteen different items. Moreover, OC adapted the modified version of Mowday et al. (1982) from the study of Boshoff (2000) that scale consists of nine items.

## **Results and Discussion**

### **Measurement Model Validation**

Structural equation modelling (SEM) analysis has been done through SmartPLS-3 statistical software (Ringle, Wende, & Becker, 2015). The examination of construct reliability was done through Cronbach alpha, composite reliability (CR), and the average variance extracted (AVE). Table 1 shows the all results of the CR, AVE and Cronbach alpha, their values are higher than thresh hold values such as Cronbach alpha (.70), CR (0.70) and AVE (0.50) (Hair, Hult, Ringle, & Sarstedt, 2014).

**Table 1**  
**Finding of the measurement model (First Order, Reflective)**

	<b>Cronbach's Alpha</b>	<b>rho_A</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
OC	0.889	0.904	0.906	0.519
PPA	0.781	0.815	0.851	0.504
TI	0.883	0.917	0.917	0.696

Furthermore, to determine the external consistency of model discriminant validity was used, based on the Fornell & Larcker Criterion, according to Fornell and Larcker (1981) that AVE of the latent variable should be higher than the squared correlations between the latent variables. This confirms the discriminant validity and the result can be seen in the table (2).

Table 2  
Fornell-Larcker Criterion

	OC	PPA	TI
OC	0.72		
PPA	-0.063	0.71	
TI	-0.392	0.541	0.834

### Structural Model Assessment

The bootstrapping method was performed (with 5000 sub-sampling for 119 responses) to determine the beta-values and t-values, T values. However, in the current study, three (02) direct relationships were analysed and found supported by two-direct relationship hypothesis. Table (3) shows all direct relationship results. The hypothesis accepted on based on t-value, which observed greater than the threshold value of 1.96.

Table 3  
Findings of structural model (Direct effect results)

	Beta	Standard Deviation	T Statistics	P Values
OC -> TI	-0.45	0.094	4.791***	0.00
PPA -> TI	0.456	0.073	6.242***	0.00

Note: \*\*\* $p < 0.1$ , \*\* $p < 0.05$ , \* $p < 0.10$  NS= nonsignificant ( $p > .05$ ) (Two Tail)



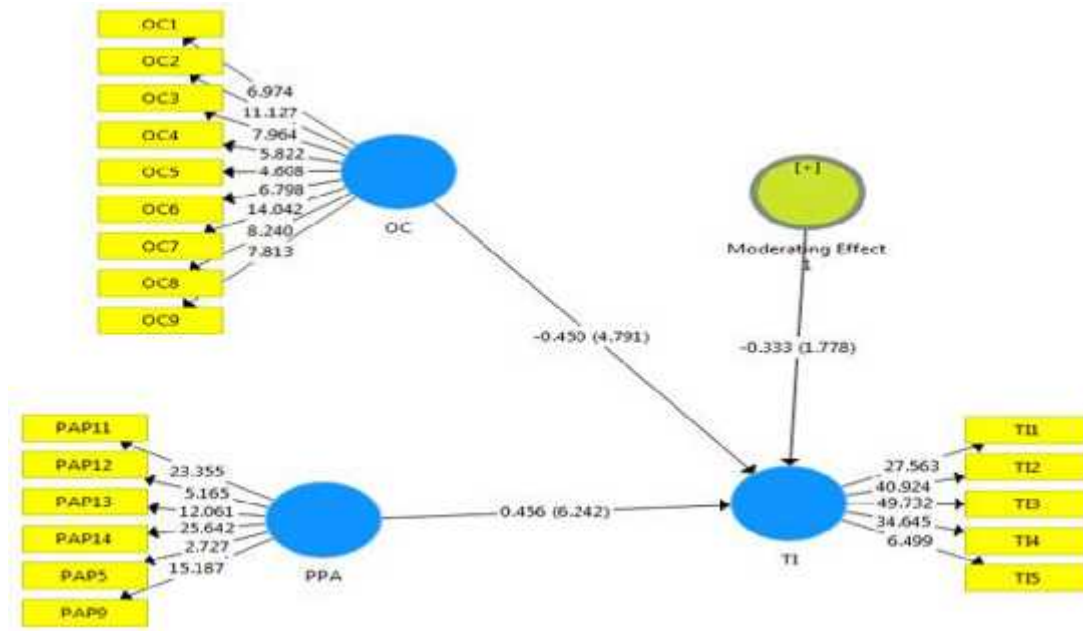


Figure 2 PLS-SEM Bootstrapping

### Moderation Model

PLS (SEM) bootstrapping product indicator approach has employed. Thus, this study has found the moderating role of OC, table 4, shows the results of the Moderation.

**Table 4**  
**Findings of structural model (Indirect effect results)**

	Beta	Standard Deviation	T Statistics	P-Values
Moderating Effect 1 -> TI	-0.333	0.187	1.778*	0.076

*Note: \*\*\*p<0.1, \*\*p<0.05, \*p<0.10 NS= non-significant (p>. 05) (Two Tail)*

Once the significance of the moderating effects is determined, the researcher can determine the values or size of moderation as well. The result can be seen in the figure 3.

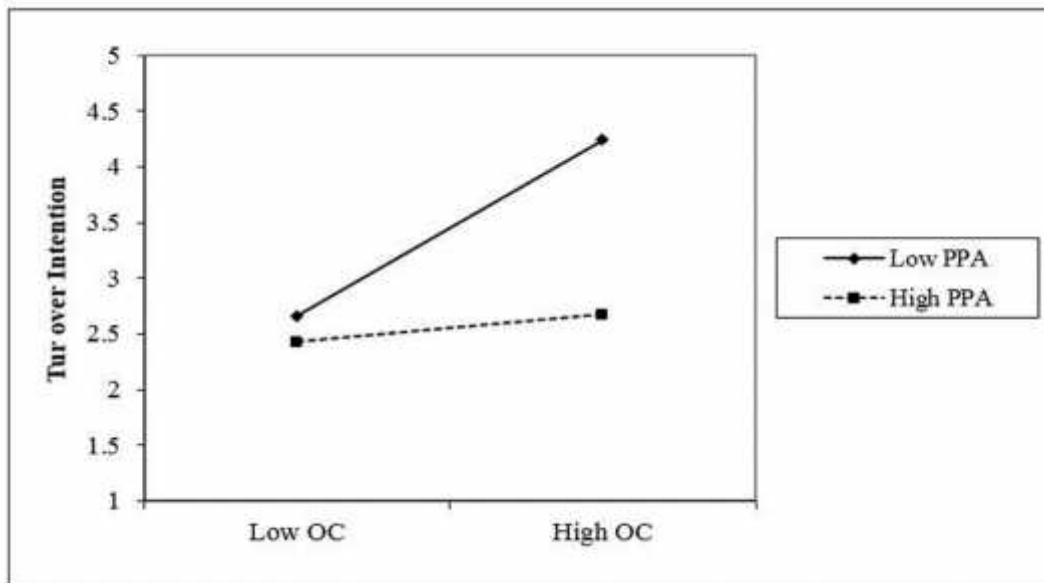


Figure 3 Interaction Results

## Conclusion

The end result of this study shows that politics in performance appraisal and employee TOI in Rescue 1122 has a positive relationship. In other words, PPA increases the Rescue 1122 employee TOI. Alternatively, OC found also a negative relationship with employee TOI, mean OC decreasing the employee TOI.

Furthermore, moderating role of OC found negatively dressing the relationship of PPA and employee TOI. Therefore, OC plays the main role in decreasing the PAP and TOI influence Rescue 1122 employees.

The results of this study are showing the facts that the PPA in the Punjab emergency department is one of the reasons for rescue officers quitting their jobs. Though high unemployment in Pakistan makes it had to switch from one public job to another job, but still in emergency department employees because of long hours of duties and unscheduled shifts consider politics in appraisals as an important factor while making job switching decisions.

The organizational commitment which is low in Rescue 1122 is negatively moderating the relationship between PPA and TOI which indicates that the committed employees will least bother about politics on appraisal system. The management of Rescue 112 should focus on OC and control the PAP an employee TOI. Moreover, the response rate was observed very low, should this research framework generalize on a large sample size. Furthermore, this study framework should empirically validate other government and private department as well.

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