

## Relationship Between Managers' Political Motives In Performance Appraisal Systems And Work Outcomes

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### Abstract

Managers' political motives refer to intention of managers to implement motivational and punishment motives in performance appraisal systems. The ability of managers to appropriately implement such political motives in appraising employee performance may have a significant impact on work outcomes (i.e., distributive justice and turnover intention). Although the relationship has extensively been examined, the predicting variable of managers' political motives is given little emphasis in the performance appraisal research literature. Thus, this study was done to investigate the effect of managers' political motives in performance appraisal systems on work outcomes. Self-report questionnaires were used to obtain data from employees at a military oriented tertiary educational institution in West Malaysia. The results of SmartPLS path analysis model displayed two essential findings: first, motivational and punishment motives were significantly associated with distributive justice. Second, motivational and punishment motives were insignificantly associated with turnover intention. These findings highlight that managers' political motives in performance appraisal systems are significant predictors of employees' distributive justice, and managers' political motives in performance appraisal systems are not significant predictors of employees' turnover intention in the selected organization. Further, this study offers discussion, implications and conclusion.

**Keywords:** motivational motive; punishment motive; distributive justice; turnover intention

### Introduction

Performance appraisal is a general and periodic evaluation method which aims to evaluate the ability of individual employees in executing daily jobs based on established criteria (i.e., trait, behaviour and/or outcomes) and organizational objectives (e.g., key performance indicators) (Esfahani, Abzari & Dezianian, 2014; Harbi, Thursfield & Bright, 2017). It is often perceived as a strategic human resource management function and has been recognized as an important phenomenon of investigation among contemporary organizational scholars (Denisi & Murphy, 2017). Performance appraisal systems are typically designed by most organizations based

on cognitive models, which emphasize on using formal rating formats to guide appraisers using quantifiable criteria and avoid the influence of their personal judgments in the process of making decisions. Besides, it also encourages appraisers to fairly implement formal and/or informal review and feedback sessions according to standard procedures in order to achieve organizational objectives (Ellington & Wilson, 2017; Soltani, 2005; Thurston & McNall, 2010).

Many convincing empirical and theoretical evidences suggest that cognitive based appraisal is an effective method to measure the capability of employees in performing routine, structured and predictable job. This kind of job includes assembling work types, regular and repetition tasks in fixed order according to the standard operating procedures (Denisi & Murphy, 2017; Thurston & McNall, 2010). The appraisal results are very useful reference for management in making important decisions on employees' services, such as to identify employees' strengths and weaknesses, acknowledge and motivate talented and high performing employees. In addition, it serves as important human resource information records which is useful for human resource management such as staff recruitment and selection, training, safety and health, performance management, compensation and industrial relations (Ban, 2017; Ismail, Rozanariah & Mohd Hamran, 2014; Kampkotter, 2014).

Recent studies about market driven organization show that a well-designed cognitive based appraisal model is found more difficult to determine accurate ratings while measuring the ability of employees in performing non-routine, unstructured and unpredictable job such as work done by marketers, public industrial relation officers, customer relation officers, and policy makers (Ferris, Perrewe & Davidson, 2006; Murphy & Cleveland, 1991). In such working environments, appraisers will normally use subjective judgement than objective judgement in determining employee performance ratings. For example, appraisers' motives are often translated to project themselves as a favourable self-image, obtain valuable outcomes for their departments, expose themselves as caring individuals, and avoid negative consequences and confrontations (Cleveland & Murphy, 1992; Thurston & McNall, 2010; Maas & Verdoorn, 2017). This practice may inspire appraisers to manipulate performance ratings according to their personal desires in order to meet contextual demands (Ferris, Perrewe, Daniels, Lawong & Holmes, 2017; Fried & Tiegs, 1995; Ferris & Judge, 1991). The above scenario reflects that the notion of political motives is indirectly accepted and practiced by management without making open declaration in handling performance appraisal systems (Ferris, Perrewe & Davidson, 2006; Ismail & Raduan, 2013; Ferris, Perrewe, Daniels, Lawong & Holmes, 2017).

Managers' motives have been seen as a remarkable phenomenon when many performance appraisal literature circulated in the 21st century reveal that the ability of managers to appropriately use their motives in performance appraisal systems may have a significant impact on two major types of work outcomes, namely distributive justice (Zalina, Azman, Asilah & Safina, 2016; Jewoola, 2014) and turnover intention (Chaudhry, Awan & Tariq, 2016; Arshad, Masood, & Amin, 2013; Jewoola, 2014). In organizational behaviour perspective, distributive justice (Distributive Justice) is commonly defined as perceived fairness about the outcomes (e.g., resources or rewards) that employees received from their employers (Zalina, Azman, Asilah & Safina, 2016; Jewoola, 2014; Saraih, Ali & Khalid, 2014). In the context of

performance appraisal politics, employees' fairness will be enhanced if managers' motives are positively applied in allocating performance ratings based on employees' contributions and/or performance. This practice may lead to higher notion of distributive justice (Zalina, Azman, Asilah & Safina, 2016; Jewoola, 2014). Turnover intention (Turnover Intention) is broadly defined as employees wish to leave their organizations (Chaudhry, Awan & Tariq, 2016; Abubakar, Chauhan, & Kura, 2014; Ismail & Raduan, 2013). In the context of performance appraisal politics, employees' desire to leave organization is stronger if managers' motives are negatively used to frustrate, persecute and tarnish future employees' career well-being (Chaudhry, Awan & Tariq, 2016; Arshad, Masood & Amin, 2013; Javed, Saif, Rehman, Qureshi, Khan, & Khan, 2013a, 2013b).

Politic of performance appraisal has significant effect on work outcomes. However, the role of managers' political motives as an important predicting variable is inadequately discussed in the performance appraisal research literature. Many researchers argue that this situation is due to several factors: first, many past researches have much described the characteristics of performance appraisal politics, such as conceptual discussion about managers' political motives and their styles in performance appraisal systems (Chaudhry, Awan & Tariq, 2016; Ismail & Raduan, 2013). Second, more previous studies have established a direct effects model for cognitive based appraisal and applied a simple correlational and/or differential analysis methods to examine association between employees' attitudes toward cognitive based appraisal method, and association between cognitive based appraisal method and particular work outcomes. Outcomes of this analysis method has only described the effective features of cognitive based appraisal and determine the strength of association between cognitive based appraisals on particular work outcomes. Conversely, features and political motives and their effect in performance appraisal models are largely ignored in the previous studies (Ferris, Perrew, Daniels, Lawong & Holmes, 2017). As a result, the above studies have only provided general recommendations and this may not useful for practitioners in understanding the complexity of political motives construct in performance appraisal systems, and initiating performance human resource management practices to maintain and enhance organizational competitiveness and productivity in an era of economic turbulent times (Rosen, Kacmar, Harris, Gavin & Hochwarter, 2016). Thus, this situation inspires the researchers to fill in the gap of literature by examining the effect of managers' political motives in performance appraisal on work outcomes. The objectives of this study are 1) to evaluate the correlation between Motivational Motive and Distributive Justice; 2) to evaluate the correlation between Punishment Motive and Distributive Justice; 3) to assess the correlation between Motivational Motive and Turnover intention; and 4) to assess the correlation between Punishment Motive and Turnover Intention.

## Review Of Literature

Relationship between managers' political motives in performance appraisal politics and distributive justice is consistent with the notion of motivation theory. For example, Adams' (1965) equity theory explains that perceived fair treatment in the distributions and exchanging of output (e.g., resource) and input (e.g., effort, skills and/or competency) are important

determinants of employees' motives. Besides, reinforcement theory proposed by Skinner (1954) suggests that positive reinforcer (e.g., reward) and negative reinforcer (e.g., penalty) are important inspiring factors of employees' actions. Application of these theories in performance appraisal politics shows that the essence of fair allocation rule and reinforcer is often translated as Motivational Motive and Punishment Motive. The essence of these theories is consistent with the performance appraisal politics research literature (Abubakar, Chauhan, & Kura, 2014; Zalina, Azman, Asilah & Safina, 2016).

Some extant studies recognize the influence of managers' motives on distributive justice in different organizational samples. For example, several empirical studies were conducted to examine the effect of managers' political motives based on perceptions of 1,500 employees at 29 organizations in United Arab Emirates (Suliman, 2007); 117 employees in United States Air Force and civilian organizations (Thurston & McNall, 2010); and 78 employees in higher institution in Malaysia (Zalina, Azman, Asilah & Safina, 2016). These examinations disclosed that the ability of managers to appropriately practice their motivational and punishment motives had led to higher employees' distributive justice in the respective organizations (Suliman, 2007; Thurston & McNall, 2010; Zalina, Azman, Asilah & Safina, 2016).

Next, the relationship between managers' political motives in performance appraisal and turnover intention is consistent with the notion of turnover motives theory. For example, Mobley's (1977) turnover model highlights that low satisfaction with job conditions (e.g., pay, boss and/or performance appraisal) may decrease employees' willingness to stay and increase their intention to leave organization. Application of this theory in performance appraisal politics shows that the notion of satisfaction with job is often characterized as Motivational Motive and Punishment Motive. The notion of this theories is highly supported by the performance appraisal politics research literature (Chaudhry, Awan & Tariq, 2016; Arshad, Masood, & Amin, 2013; Jewoola, 2014).

There are numerous recent studies advocate that managers' motives are important antecedents of turnover intention in various organizational settings. For example, few empirical studies were done to evaluate the influence of managers' motives based on perceptions of 127 white collar employees in various organizations in Malaysia (Poon, 2004); 207 white collar employees in telecommunication organization of Pakistan (Arshad, Masood, & Amin, 2013); 60 employees at a private company (Rusli, Camelia, & Wan Khairuzzaman, 2010); 270 employees at 10 private pharmaceutical organizations in Pakistan (Javed, Saif, Rehman, Qureshi, Khan, & Khan, 2013a, 2013b); 175 registered nurses in Nigerian Public Hospitals (Abubakar, Chauhan, & Kura, 2014); 15 employees who works in USA organizations (Jewoola, 2014); and 200 employees in National Database and Registration Authority in Pakistan (Chaudhry, Awan & Tariq, 2016). These evaluations revealed that the ability of managers to appropriately implement their motivational and punishment motives in performance appraisal systems had led to lower employees' turnover intention in the different organizations (Chaudhry, Awan & Tariq, 2016; Abubakar, Chauhan, & Kura, 2014; Arshad, Masood, & Amin, 2013; Javed, Saif, Rehman, Qureshi, Khan, & Khan, 2013a, 2013b; Jewoola, 2014; Poon, 2004). Based on literature, the hypothesis for this study are:

H1: Motivational Motive is positively related to Distributive Justice

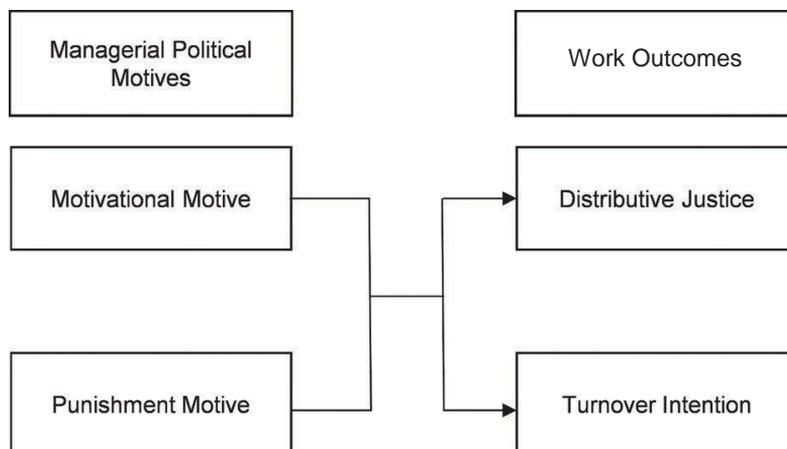
H2: Punishment Motive is positively related to Distributive Justice

H3: Motivational Motive is negatively related to Turnover Intention

H4: Punishment Motive is negatively related to Turnover Intention

The conceptual framework for this study which is built based on the above literature, is illustrated in Figure 1

**Figure 1: Relationship between Managers' Political Motives in Performance Appraisal Systems and Work Outcomes**



## Methodology

This study employs a cross-sectional method which allow the researchers to integrate the performance appraisal politics literature, the semi-structured interview and the real survey as the main tool of data collection for this study. Sekaran and Bougie (2013), Cresswell (2014) and Ismail, Rozanariah & Mohd Hamran (2014) state that using this method in data collection may improve the inadequacy of single method and gain more accurate and less bias data. At the first step of data collection, survey questionnaire is drafted based on the performance appraisal literature. After that, the semi-structured interview method were conducted involving ten managerial staffs and experienced supporting staffs with more than seven years work experience in the organization. The interview method aims to gain information on the nature and characteristics of managers' political motives in performance appraisal systems, distributive justice and turnover intention, as well as the relationship between such variables in the organization. The information gathered from the interviews was recorded, categorized according to the research variables, and constantly compared to the related literature review

in order to obtain a clear understanding about the particular phenomena under study and put the research results in a proper context. Further, the interviewed information was sought to verify the content and format of survey questionnaire for an actual survey. A back translation technique was employed to translate the survey questionnaires into English and Malay languages, thus increasing the validity and reliability of research findings (Cresswell, 2014; Ismail, Rozanariah & Mohd Hamran, 2014; Sekaran & Bougie, 2013).

The survey questionnaire consists of three major parts. In the first part, Motivational Motive have 7 items and Punishment Motive have 4 items that were developed based on the performance appraisal politics literature (Ismail, Rozanariah & Mohd Hamran, 2012; Suliman, 2007; Thurston & McNall, 2010; Zalina, Azman, Asilah & Safina, 2016). The dimensions used to assess these constructs are performance rating criteria, procedures and consequences. For the second part, Distributive Justice have 4 items that were developed based on distributive justice related performance appraisal literature (Suliman, 2007; Thurston & McNall, 2010; Zalina, Azman, Asilah & Safina, 2016). The dimensions used to evaluate this construct are performance appraisal criteria and allocation rules. In the third part, Turnover Intention have 6 items that were developed based on job turnover literature (Ahmad, Lemba, Wan Ismail, 2010; Chaudhry, Awan & Tariq, 2016; Ismail & Raduan, 2013). The whole items were assessed using a 7-item scale ranging from “strongly disagree/ dissatisfied” (1) to “strongly agree/ satisfied” (7). Sample profile was utilized as the controlling variable since this study focus on employee attitudes. Considering time and budget constraints, 200 survey questionnaires were distributed using a purposive sampling technique to employees at different departments in the organization. This sampling technique was chosen because the list of registered employees was not given to the researchers for confidentiality reasons. Besides, this constraint did not allow the researchers to choose participants using a random method. From the total number, 78 (39 percent) usable questionnaires were returned. Participation in this study is done based on voluntary, confidential and anonymous.

The survey questionnaire data are analyzed using SmartPLS software which has the capability to deliver latent variable scores, avoid small sample size problems, and estimate complex models (Hair, Sarstedt, Ringle, Gudergan, 2017; Henseler, Ringle, & Sinkovics, 2009). The first step is assessing model measurement by using a confirmatory factor analysis. Research hypotheses were then tested using SmartPLS path model analysis. If the value of t statistic is larger than 1.65, there is a significant correlation between the independent variable and the dependent variable (Henseler, Ringle, & Sinkovics, 2009). The value of R<sup>2</sup> serves as a baseline for determining the overall predictive strength of the model based on the criteria: 0.19 (weak), 0.33 (moderate) and 0.67 (substantial) (Hair, Sarstedt, Ringle, Gudergan, 2017; Henseler, Ringle, & Sinkovics, 2009). Finally, the value of Q<sup>2</sup> for dependent variable higher than zero display that the model has predictive relevance (Hair, Sarstedt, Ringle, Gudergan, 2017).

## Findings

Table 1 reports the characteristics of respondents. Majority of respondents were males (57.7%), aged between 23 to 27 years old (42.3%), MCE/SPM holders (24.4%), and working experienced less than 5 years (71.8%).

In terms of the validity and reliability of measurement scale, values of the average variance extracted (AVE) for Motivational Motive at 0.654, Punishment Motive at 0.755, Distributive Justice at 0.652 and Turnover Intention at 0.770 are more than 0.5, indicating that the constructs have met the acceptable standard of the convergent validity (Hair, Sarstedt, Ringle, Gudergan, 2017). Hence, as for the AVE square root in diagonal values for Motivational Motive at 0.809, Punishment Motive at 0.869, Distributive Justice at 0.807 and Turnover Intention at 0.877 are more than the squared correlation of the other off-diagonal constructs; indicating that the constructs have met the acceptable criteria of discriminant validity analyses (Hair, Sarstedt, Ringle, Gudergan, 2017; Henseler, Ringle, & Sinkovics, 2009).

Factor loadings for all items corresponding to Motivational Motive (0.740-0.877), Punishment Motive (0.823-0.937), Distributive Justice (0.722-0.885) and Turnover Intention (0.811-0.906) are higher in comparison to the items outside these characteristics of different constructs. These loadings which are stronger on its own constructs within the model; more than 0.70 is viewed as have met the acceptable criteria of validity analysis (Hair, Sarstedt, Ringle, Gudergan, 2017). While, the composite reliability values Motivational Motive at 0.930, Punishment Motive at 0.925, Distributive Justice at 0.918 and Turnover Intention at 0.952 are more than 0.70, indicating that this research measurement scale has high internal consistency (Hair, Sarstedt, Ringle, Gudergan, 2017). The mean values for Motivational Motive, Punishment Motive, Distributive Justice and Turnover Intention are between 3.34 and 5.29, thus it shows that the levels of all constructs range from moderate high (4) to the highest level (7). Meanwhile, the values of variance inflation factor (VIF) for the associations: a) between Motivational Motive and Distributive Justice (2.596), and b) between Punishment Motive and Distributive Justice (2.596), c) between Motivational Motive and Turnover Intention (2.596), and d) between Punishment Motive and Turnover Intention (2.596) are less than 5.0; which suggests that all constructs are free from a serious collinearity problem (Hair, Sarstedt, Ringle, Gudergan, 2017). Overall, the result of model measurement further confirms that the measurement scale has fulfilled the requirements of validity and reliability analyses.

Table 2 displays that the presence of the Motivational Motive and Punishment Motive in the analysis had contributed 68 percent in the variance of Distributive Justice. This result shows that it provides substantial support for the model (Hair, Sarstedt, Ringle, Gudergan, 2017; Henseler, Ringle, & Sinkovics, 2009). Furthermore, the research hypotheses examined provided two fundamental research findings: first, Motivational Motive is significantly related to Distributive Justice ( $\beta = 0.49$ ,  $t = 4.27$ ); therefore H1 is supported. Second, Punishment Motive is notably related to Distributive Justice  $\beta = 0.38$ ,  $t = 3.57$ ); thus H2 is supported. The result confirms that Motivational Motive and Punishment Motive are important predictors of Distributive Justice. As an extension to the testing of the research hypotheses, tests for

predictive relevance (Q2) were conducted using the Blindfolding procedure. The results of testing the predictive relevance of reflective endogenous latent variable shows that Q2 value for Distributive Justice (0.424) is higher than zero signifying that this construct has predictive relevance (Hair, Sarstedt, Ringle, Gudergan, 2017).

**Table 1. Respondents' Characteristics**

Sample Profile	Percentage (%)
<b>Gender</b>	
Male	57.7
Female	42.3
<b>Age</b>	
18 - 22 years	5.1
23 - 27 years	42.3
28 - 32 years	32.1
33 - 37 years	9.0
38 - 42 years	3.8
43 - 47 years	5.1
48 – 52 years	2.6
<b>Education</b>	
MCE/SPM	24.4
HSC/STPM	12.8
Diploma	34.6
Bachelor	21.8
Master	6.4
<b>Length of Service</b>	
Less than 5years	14.1
6 - 10 years	6.4
11 - 15 years	3.8
21 - 25 years	3.8
More than 26 years	

Note:

STPM/HSC: Sijil Tinggi Pelajaran Malaysia/ Higher School Certificate

SPM/MCE: Sijil Pelajaran Malaysia/ Malaysia Certificate of Education

**Table 2. Results of Testing the Hypotheses 1 and 2**

<b>Relationship between Managerial Political motives in Performance Appraisal System and Work Outcomes</b>	<b>Beta</b>	<b>T-Statistics</b>	<b>R2</b>	<b>Q2</b>
H1: Relationship between Motivational Motive and Distributive Justice	0.49	4.27	0.68	0.424
H2: Relationship between Punishment Motive and Distributive Justice	0.38	4.27		

Note: Significant at \*  $t > 1.65$  (One Tail Testing)

**Table 3. Results of Testing Hypotheses 3 and 4**

<b>Relationship between Managerial Political motives in Performance Appraisal System and Turnover Intention</b>	<b>Beta</b>	<b>T-Statistics</b>	<b>R2</b>	<b>Q2</b>
H3: Relationship between Motivational Motive and Turnover Intention	-0.18	0.81	0.02	0.007
H4: Relationship between Punishment Motive and Turnover Intention	0.08	0.27		

Note: Significant at \*  $t > 1.65$  (One Tail Testing)

Table 3 displays that the presence of the Motivational Motive and Punishment Motive in the analysis had contributed 2 percent in the variance of Turnover Intention. This result shows that it provides weak support for the model (Hair, Sarstedt, Ringle, Gudergan, 2017; Henseler, Ringle, & Sinkovics, 2009). Furthermore, the research hypotheses examined display two fundamental research findings: first, Motivational Motive is not significantly related to Turnover Intention ( $\beta = -0.18$ ,  $t = 0.81$ ); therefore H1 is not supported. Second, Punishment Motive is not related to Turnover Intention ( $\beta = 0.08$ ,  $t = 0.27$ ); thus H2 is not supported. The result confirms that Motivational Motive and Punishment Motive are not important predictors of Turnover Intention. As an extension to the testing of the research hypotheses, tests for predictive relevance (Q2) were conducted using the Blindfolding procedure. The results of testing the predictive relevance of reflective endogenous latent variable show that Q2 value for Turnover Intention (0.007) is higher than zero signifying that this construct has predictive

relevance (Hair, Sarstedt, Ringle, Gudergan, 2017).

## Discussion And Implications

The findings of this study show that managers' political motives in performance appraisal systems are significant predictors of employees' distributive justice. Conversely, managers' political motives in performance appraisal systems are not significant predictors of employees' turnover intention. In the context of this research, management has normally practice political motives as a mean to evaluate the capability of employees in executing subjective job environments. The results of this appraisal systems are used to determine employees' rewards and facilitate employees to improve career well-being in the organizations. Majority respondents reveal that the levels of Motivational Motive, Punishment Motive, Distributive Justice and Turnover Intention are high. This situation describes that the implementation Motivational Motive and Punishment Motive has enhanced employees' distributive justice. However, implementation Motivational Motive and Punishment Motive has not decreased employees' turnover intention in the organizations.

This study provides some important implications on theoretical contribution, robustness of research methodology, and practical contribution. With respect to theoretical contribution, the findings of this study provide two essential outcomes: firstly, managers' political motives in performance appraisal systems is an effective predictor of distributive justice. This outcome is in line with the spirit of Adams' (1965) equity theory and Skinner's (1954) reinforcement theory, which reveals that the ability of management to appropriately use their motives in allocating outcomes (e.g., rewards) equal with employee performance may lead to higher employees' distributive justice in organizations. This finding also has supported and broadened studies by Suliman (2007), Thurston and McNall (2010), and Zalina, Azman, Asilah & Safina. (2016). Second, managers' political motives in performance appraisal systems have not been an effective predictor of employees' turnover intention. A careful observation of the semi-structured interview results show that this outcome may be affected by external factors: first, most respondents may have different values and appreciations about the advantages and benefits of implementing managers' political motives in performance appraisal systems. Second, respondents may have different acceptance levels toward the ability managers to use political motives in improving the performance appraisal process, ratings and consequences. Third, the nature and features of military oriented tertiary educational institution are administered based on a hierarchical management approach and implement strict standard operating procedures. This condition encourages followers to obey rules and orders given by superiors, unilateral decisions, and superiors' decisions are final. This circumstance may overrule the effect of managers' political motives on turnover intention in the organization.

In terms of the robustness of research methodology, the survey questionnaires used in this study fulfilled the requirements of the validity and reliability analyses. Regarding with practical contribution, the outcomes of this research may be used to improve the performance appraisal systems in organizations. This is achievable if management focuses on the following suggestions: 1) performance appraisal designs (i.e., objectives, performance criteria and

methods) should be revisited according to new job demands and stakeholder's goals; 2) performance appraisal training contents and methods should be systematically planned to inspire appraisers and appraisees implement ethical values, good moral practices, fairness and good interpersonal communication in the appraisal systems; 3) recruitment and selection goals, policies and procedures for important positions should be oriented to hire knowledgeable and experience employees because their talents can be used to coach, mentor and counsel junior employees.

### **Conclusion, Limitations & Future Research**

The outcomes of this study confirm that managers' political motives are effective predictors of employees' distributive justice. This result also has supported and broadened performance appraisal politics literature mostly published in Western and Non-western countries. On the contrary, managers' political motives are not effective predictors of employees' turnover intention. A careful observation of the semi-structured interview results show that this outcome may be affected by several external factors: first, respondents may have different perceptions toward the advantages and benefits of implementing managers' political motives in performance appraisal systems. Second, respondents may have different acceptance levels toward the ability managers to use political motives in improving the performance appraisal process, ratings and consequences. Further, nature and features of the organization have implemented a hierarchical management approach and strictly followed a standard operating procedures in the organization. This condition encourages followers to obey rules and orders given by superiors, unilateral decisions, and superiors' decisions are final. This situation may decrease the influence of managers' political motives on turnover intention in the organization.

This research acknowledge several limitations: 1) this research is an exploratory in nature; 2) a cross-sectional research method was not used to test a causal connection among variables in sub samples; 3) potential demographic variables that could influence the correlation between variables of interest were not tested in this research; 4) relationship between particular elements for the independent variable and dependent variable were not studied; 5) one military oriented tertiary educational institution was chosen in this study; and 6) survey questionnaires were collected using a purposive sampling technique could not avoid response bias. These constraints may decrease the generalizability of the findings to other organizational settings.

Several suggestions has been made to strengthen future study: 1) several potential organizational characteristics (e.g., type and division/department) and personal characteristics (e.g., gender, age and education) should be further explored, where these variables may show meaningful perspectives for understanding how individual similarities and differences affect the performance appraisal politics; 2) a longitudinal research design can be considered because it is more useful to collect data and describe different employees' perceptions toward performance appraisal politics in different times and sub samples; 3) to clearly understand the effect of managers' political behaviour in performance appraisal systems, more organizations need to be involved in future research; 4) other specific theoretical constructs of managers' political behaviour in performance appraisal systems, such as accurate ratings and interpersonal

relationship should also be considered because they are widely recognized as an important link between performance appraisal politics and many aspects of work outcomes (Nasser & Ahmad, 2016; Russo, Miraglia, & Borgogni, 2016); 5) response bias may be decreased if this study uses a larger sample size because it may characterize the studied population. Finally, other dimensions of work outcomes such as justice, trust and satisfaction need to be paid more attention because their roles are often discussed in many performance appraisal politic research literature (Shah & Hamid, 2016; Rosen, Kacmar, Harris, Gavin & Hochwarter, 2016).

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