

The Paradox of Withdrawal: How Managerial Turnover Intention and Attitudes Shape Performance Appraisal Quality in High-Contact Service

Abstract

Purpose

Performance appraisal quality is heavily dependent on the discretionary effort of the rater. This study investigates the "rater-side" psychological antecedents of assessment rigor in high-contact service environments. Specifically, it examines how managers' positive attitudes (job satisfaction and organizational commitment) drive appraisal quality and whether this relationship is disrupted by the managers' own turnover intention (withdrawal cognitions).

Design/methodology/approach

Data were collected from 318 U.S. service managers using a purposive sampling strategy. Due to high multicollinearity between job satisfaction and organizational commitment, a second-order factor model labeled "Managerial Attitudes" was specified. Structural Equation Modeling (SEM) was used to test the direct influence of these attitudes on self-reported appraisal behaviors and the moderating role of turnover intention.

Findings

Managerial attitudes exerted a powerful positive effect on appraisal quality ($\beta = 0.865$). Contrary to Conservation of Resources (COR) theory, turnover intention also showed a significant positive direct effect on assessment rigor and did not negatively moderate the impact of positive attitudes. This suggests a "Paradox of Withdrawal," where managers intending to leave may experience a "Lame Duck Objectivity" effect, performing evaluation duties with greater diligence during their exit phase.

Originality/value

This study challenges the assumption that turnover intention universally triggers negligence. By identifying that withdrawal cognitions can coexist with—and even enhance—formal supervisory behaviors, it offers a nuanced extension to turnover theory. Methodologically, it demonstrates the utility of second-order factor models in service leadership research to resolve attitudinal multicollinearity.

Keywords: Performance Appraisal, Turnover Intention, Organizational Commitment, Managerial Attitudes, Social Exchange Theory, Conservation of Resources.

Introduction

Performance appraisal is widely regarded as one of the most critical, yet problematic, functions of Human Resource Management (HRM). While organizations

invest heavily in appraisal systems to drive employee development and retention, the effectiveness of these systems rests almost entirely on the shoulders of the individual rater (Walker *et al.*, 1977). In high-contact service environments, where supervision is intense and operational pressures are acute, the manager’s role in evaluating performance is pivotal. However, a critical question remains unanswered in the HRM literature: What happens to the quality of performance assessments when the managers themselves are planning to leave?

Existing research on the “rater problem” has largely focused on cognitive biases, lack of training, or rater personality (Kohli, 1989; Weiss and Cropanzano, 1996). Less attention has been paid to the rater’s own psychological bond with the organization. Specifically, the relationship between a manager’s “withdrawal cognitions”—their intention to leave the organization—and their diligence in evaluating subordinates is poorly understood. Conventional wisdom, grounded in Conservation of Resources (COR) theory (Hobfoll, 1989), suggests that managers expecting to exit will conserve energy, withdraw from discretionary tasks, and provide perfunctory or inaccurate appraisals (Jiang *et al.*, 2019).

However, this assumption of “withdrawal-induced negligence” may be overly simplistic. It ignores the possibility of a “paradox of withdrawal,” where managers intending to leave may feel liberated from organizational politics or motivated to engage in impression management to secure positive references, potentially leading to more rigorous assessment behaviors.

This study utilizes the high-turnover context of the U.S. hospitality sector—a quintessential high-contact service environment—as a laboratory to examine these dynamics. The industry is characterized by structural labor instability and a management workforce that faces significant burnout (Dogru *et al.*, 2023), making it an ideal setting to test theories of rater motivation. Drawing on Social Exchange Theory (SET) and Affective Events Theory (AET), we examine how the combined force of managers’ positive attitudes (job satisfaction and organizational commitment) influences appraisal quality. Furthermore, we test the moderating role of turnover intention to determine if the “intention to quit” truly degrades the appraisal process as COR theory predicts.

This research contributes to the HRM and organizational behavior literature in three distinct ways.

First, it empirically tests the “rater-side” antecedents of appraisal quality, shifting focus from the employee to the supervisor’s psychological state.

Second, by employing a second-order factor model to capture “managerial attitudes,” it offers a methodological refinement for handling the high collinearity often found between satisfaction and commitment in service research.

Finally, and most significantly, it challenges the prevailing view of turnover intention as solely detrimental. Our findings reveal a counterintuitive positive relationship between turnover intention and self-reported appraisal rigor, suggesting a complex “lame duck” objectivity effect that has significant implications

for how HR practitioners manage the exit phase of leadership.

Literature Review and Hypotheses Development

The Agency of the Rater: Performance Assessment as Discretionary Behavior

Performance appraisal is ostensibly a structural mechanism designed to align individual efforts with organizational goals (Pettijohn *et al.*, 1999). However, organizational psychology literature increasingly recognizes that the effectiveness of this mechanism is contingent upon the "rater's agency." Assessment is not merely a technical calculation of an employee's output; it is a subjective social judgment influenced by the rater's cognitive processes, motivation, and affective state (Walker *et al.*, 1977; Kohli, 1989).

While considerable research has examined rater errors (e.g., halo effects, recency bias), less attention has been paid to the volition required to rate accurately. Providing high-quality appraisals—defined here as assessments that are evidence-based, specific, and developmentally focused—requires significant discretionary effort. The rater must observe behavior over time, document specific incidents, and engage in potentially difficult feedback conversations (Roberts *et al.*, 1999). Within the Job Demands–Resources (JD–R) framework, this constitutes a high "job demand" (Bakker and Demerouti, 2007). For managers in high-contact service environments, who often face "role overload" from competing operational and supervisory duties, the decision to invest energy in rigorous appraisal is not automatic; it is a calculated allocation of scarce personal resources. Thus, the quality of the appraisal is directly predicted by the manager's own reservoir of psychological resources, primarily their attitudinal connection to the organization.

Managerial Attitudes: A Social Exchange Perspective

To understand why some managers invest heavily in appraisal quality while others disengage, we draw on Social Exchange Theory (SET) (Blau, 1964). SET posits that workplace relationships are governed by norms of reciprocity. When employees (in this case, managers) perceive that the organization values their contributions and cares for their well-being, they develop positive attitudes such as job satisfaction and organizational commitment. These attitudes generate a sense of "felt obligation" to reciprocate with behaviors that benefit the organization (Cropanzano and Mitchell, 2005).

In the context of performance management, a high-quality appraisal is a form of reciprocation. A satisfied and committed manager is more likely to view the success of their subordinates as integral to the success of the organization they value (Meyer and Allen, 1991). Conversely, Affective Events Theory (AET) suggests that managers experiencing positive job satisfaction are primed to notice and process positive cues in their environment (Weiss and Cropanzano, 1996). A satisfied manager has a broadened "attentional bandwidth," allowing them to observe subordinate performance more accurately and provide more nuanced feedback. In contrast, dissatisfaction often leads to "tunnel vision," where raters

resort to heuristics or simplified rating strategies to minimize cognitive load.

Therefore, we argue that managerial attitudes are not just indicators of retention but active drivers of supervisory quality.

- *H1: Managers' job satisfaction is positively related to the self-reported quality of their employee performance assessments.*
- *H2: Managers' organizational commitment is positively related to the self-reported quality of their employee performance assessments.*

The "Withdrawal-Negligence" Hypothesis: COR Theory

While satisfaction and commitment fuel the desire to rate well, Turnover Intention (TI) introduces a complex dynamic of "resource conservation." Conservation of Resources (COR) theory suggests that when individuals anticipate a loss of resources (or intend to sever ties with a resource source), they engage in defensive behaviors to protect what remains (Hobfoll, 1989). Turnover intention represents the final cognitive stage of withdrawal before actual exit (Mobley, 1982).

According to the "withdrawal-negligence" perspective, a manager with high turnover intention has psychologically checked out. They view their future tenure as limited, reducing the instrumental value of investing in long-term employee development (Jiang *et al.*, 2019). Under this logic, the effort required to document performance and conduct rigorous reviews is viewed as a wasted resource. We would expect, therefore, that high turnover intention would act as a "suppressor," dampening the positive effects of job satisfaction and commitment. Even if a manager generally likes their job (satisfaction), the specific intention to leave should theoretically override this effect, triggering a conservation mode that results in perfunctory or "check-the-box" appraisals.

The "Lame Duck Objectivity" Perspective: An Alternative View

However, the relationship between turnover intention and performance is not always linear. An emerging counter-narrative suggests a "Lame Duck" effect, where the intention to leave liberates the manager from organizational politics. Performance appraisals are often politically charged; managers may inflate ratings to maintain harmony or avoid conflict with subordinates they must work with indefinitely (Spence and Keeping, 2010). A manager intending to leave is released from these future-oriented social constraints. They may feel a sense of "professional detachment" that allows them to rate more honestly and rigorously, unburdened by the fear of long-term interpersonal fallout. Furthermore, managers may engage in "impression management" to secure favorable references or leave a positive legacy, paradoxically increasing their visible effort in formal tasks like appraisal during their exit phase. While the dominant COR framework predicts a negative moderation (weakening the link between attitudes and performance), this alternative perspective suggests that turnover intention might not necessarily degrade appraisal quality and could potentially

coexist with, or even amplify, diligent rating behaviors. To test the prevailing theoretical assumption, we posit the standard COR-based interaction:

- *H3: Turnover intention moderates the relationship between job satisfaction and employee performance assessment, such that the positive relationship is weaker when turnover intention is high.*
- *H4: Turnover intention moderates the relationship between organizational commitment and employee performance assessment, such that the positive relationship is weaker when turnover intention is high.*

Theoretical Framework

The Resource-Exchange Interface of Performance Management

To understand the complex interplay between managerial attitudes, withdrawal cognitions, and appraisal behavior, this study integrates two complementary theoretical perspectives: Social Exchange Theory (SET) and the Conservation of Resources (COR) theory. While SET explains the *motivational* drivers behind discretionary supervisory behaviors (why managers choose to rate well), COR theory provides the *boundary conditions* explaining how these behaviors fluctuate under conditions of stress or withdrawal (when managers conserve effort).

The "Engine" of Appraisal: Social Exchange and Affect Social Exchange

Theory posits that workplace interactions are governed by the norm of reciprocity (Blau, 1964). Unlike economic exchanges, which are contractual and specified, social exchanges involve unspecified obligations based on trust. In the context of performance management, the manager acts as a representative of the organization. When a manager experiences high Job Satisfaction and Organizational Commitment, they perceive a high-quality exchange relationship with the firm. To reciprocate this favorable treatment, managers engage in "organizational citizenship behaviors" (OCBs)—discretionary actions that benefit the organization but are not strictly enforceable (Organ, 1988). Rigorous performance appraisal—characterized by careful observation, specific feedback, and fairness—is a primary form of supervisory OCB.

Complementing SET, Affective Events Theory (AET) provides the micro-mechanism for this exchange. AET suggests that work events elicit affective reactions (moods and emotions), which subsequently influence judgment and behavior (Weiss and Cropanzano, 1996). Satisfied managers operate in a positive affective state, which broadens their cognitive bandwidth and encourages approach-oriented behaviors, such as engaging in difficult but necessary performance conversations. Thus, SET and AET together form the "engine" that drives high-quality appraisal: positive attitudes create a felt obligation and the emotional capacity to assess subordinates effectively.

The "Brakes" on Appraisal: Resource Conservation and Withdrawal

While positive attitudes fuel appraisal quality, the Job Demands–Resources (JD–R) model recognizes that accurate performance assessment is a “job demand” that depletes cognitive and emotional energy (Bakker and Demerouti, 2007). This is where Turnover Intention (TI) becomes a critical theoretical moderator.

According to Conservation of Resources (COR) theory, individuals strive to acquire and protect valued resources (Hobfoll, 1989). The anticipation of leaving an organization (turnover intention) signals a potential loss of tenure-based resources and a shift in resource allocation strategies. Typically, COR predicts a “conservation” response: managers intending to leave will withhold resources from the current organization to preserve energy for their transition (Jiang *et al.*, 2019). Theoretical models of withdrawal suggest that this should dampen the reciprocity mechanism described by SET—essentially applying the “brakes” to the engine of positive attitudes.

However, the application of COR in the exit phase is nuanced. While traditional interpretations suggest withdrawal leads to negligence, a “resource freeing” perspective suggests that the decision to quit may release the manager from the political and emotional labor required to maintain workplace harmony. This paradoxical release of resources could theoretically alter the standard moderation effect, allowing for the “Lame Duck Objectivity” proposed in this study. By integrating these frameworks, we model performance appraisal not as a static skill but as a dynamic outcome of the manager’s resource calculation—balanced between the desire to reciprocate (SET) and the need to conserve or reallocate effort during withdrawal (COR).

Figure 1: Theoretical Model

Methodology

Sample and Data Collection Data were collected via Amazon Mechanical Turk (MTurk), a crowdsourcing platform widely utilized in organizational research for accessing specific occupational populations. To ensure data quality and safeguard against common issues associated with online panels (e.g., insufficient attention, automated responses), a rigorous multi-stage screening process was employed. First, participation was restricted to individuals residing in the United States to align with the cultural context of the theoretical framework. Second, a strict occupation-based qualification was enforced. Prospective participants were presented with a blind screening question asking them to identify their primary role from a list of various professions. Only those who explicitly selected “Hotel Manager,” “Restaurant Manager,” or “Hospitality Supervisor” were granted access to the full survey. This “purposive sampling” technique ensured that respondents possessed the specific supervisory experience required to answer questions regarding performance appraisal practices.

A total of 318 complete and valid responses were retained for analysis. The sample consisted of 269 males (84.6%) and 49 females (15.4%), with an average age of 31.93 years ($SD = 4.71$). The majority of respondents held at least a 4-year university degree (75.2%).

It is important to note that the sample was predominantly White (99.7%). While U.S. Bureau of Labor Statistics data indicate that White individuals comprise approximately 63–68% of hospitality management roles, this sample exhibits a higher degree of racial homogeneity, likely reflecting the specific demographic composition of the MTurk worker pool available during the collection window. While this limits generalizability to diverse populations, it provides a high degree of internal validity by effectively controlling for race-based rating biases (e.g., cross-racial rating errors) within the statistical model. Thus, the findings should be interpreted as reflective of a racially homogenous managerial cohort.

Measures

All constructs were measured using established multi-item scales adapted from the management literature. Responses were recorded on a 7-point Likert scale ranging from 1 (Strongly Disagree) to 7 (Strongly Agree).

- Job Satisfaction (JS): Five items were adapted from the Job Descriptive Index (JDI) and Job in General (JIG) scales (e.g., "I am satisfied with the type of work I do on my job").
- Organizational Commitment (OC): Five items were adapted from the Organizational Commitment Questionnaire (OCQ) by Meyer and Allen (1991) and Mowday et al. (1979), focusing on affective commitment (e.g., "I am proud to be a member of this organization").
- Turnover Intention (TI): Five items were adapted from Mobley's (1982) withdrawal cognitions scale, capturing both the thought of quitting and the intention to search for alternatives (e.g., "I often think about quitting my job").
- Employee Performance Assessment (EPA): Five items were developed based on the rater accuracy and performance management literature. Unlike objective performance metrics, this scale measures the *self-reported rigor and quality* of the manager's appraisal behavior (e.g., "I make sure my performance ratings are based on objective facts and data," "I provide employees with specific, behavioral feedback").

Table 1: Measures, Items, and Descriptive Statistics

Analytical Strategy: The Second-Order Factor Approach

Prior to structural testing, a Confirmatory Factor Analysis (CFA) was conducted. Initial inspection revealed a severe multicollinearity issue between Job Satisfaction and Organizational Commitment ($r = 0.976$, $p < 0.001$). This high correlation is consistent with Affective Events Theory, which suggests that in high-stress service roles, specific job affect (satisfaction) and broader organizational attachment (commitment) often fuse into a singular positive psychological state. To resolve this and ensure stable parameter estimates, we specified a

Second-Order Factor model. A higher-order latent construct, labeled "Managerial Attitudes," was created to explain the covariance between satisfaction and commitment. This approach allows for a more parsimonious model that retains the theoretical contributions of both constructs while satisfying discriminant validity requirements.

Common Method Variance (CMV)

Given that all variables were self-reported and collected at a single point in time, we took procedural and statistical steps to address Common Method Bias. Procedurally, item ambiguity was minimized, and respondent anonymity was guaranteed. Statistically, the excellent fit of the measurement model (CFI = 0.944; RMSEA = 0.046) and the distinct discriminant validity between the new "Managerial Attitudes" factor and "Turnover Intention" ($r = -0.359$) suggest that CMV is not the sole driver of the relationships observed.

In addition, the presence of theoretically inconsistent effects—most notably the positive direct relationship between turnover intention and appraisal rigor—further reduces concerns that the findings are artifacts of common method variance. If common method bias were the primary driver, uniformly positive or inflated relationships would be expected rather than theoretically paradoxical patterns.

Results

Measurement Model Assessment

Confirmatory Factor Analysis (CFA) was conducted to assess the reliability and validity of the measurement model. The initial inspection of the first-order factors revealed a critical issue: the correlation between job satisfaction and organizational commitment was exceptionally high ($r = 0.976$, $p < 0.001$). This multicollinearity indicates that, within the context of this sample, these two constructs are empirically indistinguishable, posing a threat to discriminant validity.

To resolve this, we specified a second-order factor model, positing a higher-order construct labeled *Managerial Attitudes*. This factor serves as the underlying cause for the variance in both job satisfaction and organizational commitment. The second-order model demonstrated an excellent fit to the data ($\chi^2 = 274.826$, $df = 165$, $p < .001$; CFI = .944; TLI = .936; RMSEA = .046; SRMR = .057).

Reliability metrics were robust. The standardized loadings for the second-order factor were high (.974 for job satisfaction and .995 for organizational commitment), and Cronbach's alpha values for all constructs exceeded the .70 threshold (.90–.95). Discriminant validity was established, with the correlation between the new managerial attitudes factor and turnover intention being moderate ($r = -.359$), indicating that they are distinct constructs.

Table 2: Standardized Factor Loadings and Reliability

Table 3: Discriminant Validity and Factor Correlations

Hypothesis Testing

Structural Equation Modeling (SEM) was used to test the direct and moderating effects.

- Main Effects (H1 & H2): Because Satisfaction and Commitment were combined into the second-order factor, H1 and H2 were tested simultaneously. The analysis revealed a strong, positive relationship between managerial attitudes and employee performance assessment ($\beta = .865, p < .001$). This indicates that a positive psychological state is a powerful predictor of self-reported appraisal rigor.
- The Paradox of Withdrawal (Direct Effect of TI): Unexpectedly, Turnover Intention exerted a significant positive direct effect on Employee Performance Assessment ($\beta = .234, p = .033$). This suggests that as managers' intention to leave increases, their reported diligence in assessing subordinates also increases, contradicting the "withdrawal-negligence" assumption.
- Moderation Effects (H3 & H4): The interaction term (*Managerial Attitudes* $\times$ *Turnover Intention*) was not statistically significant ($\beta = -.157, p = .173$). Thus, H3 and H4 were not supported. The strong positive influence of attitudes on appraisal quality remains resilient, regardless of the manager's intention to stay or leave.

Table 4: SEM Path Estimates

Discussion

The primary objective of this study was to examine the "rater-side" psychological antecedents of performance appraisal quality. By integrating Social Exchange Theory and COR theory within a high-turnover service context, we uncovered a complex dynamic between managerial engagement and withdrawal.

The Primacy of Managerial Attitudes

The most robust finding is the powerful link between managerial attitudes (the combined force of satisfaction and commitment) and appraisal quality ($\beta = .865$). This confirms our "resource-exchange" theoretical argument: performance assessment is a high-demand discretionary behavior. Managers who feel a high-quality exchange relationship with the organization possess the "psychological fuel" necessary to engage in the cognitively taxing work of observation, documentation, and feedback. When this fuel is present, appraisal rigor is high; when it is absent, the assessment process likely suffers.

The "Lame Duck Objectivity" Effect

The most novel and counterintuitive finding is the positive relationship between turnover intention and appraisal rigor. Conventional HR wisdom and COR theory suggest that managers intending to quit will conserve resources and disengage (Jiang et al., 2019). However, our data suggest a "Paradox of Withdrawal."

The paradoxical effect observed in this study is likely bounded by contextual and institutional conditions. Specifically, the positive association between turnover intention and appraisal rigor may be strongest in settings characterized by formalized performance management systems, auditable evaluation procedures, and professional norms emphasizing accountability. Moreover, the effect is most applicable to voluntary turnover contexts, where managers retain agency over task execution, rather than involuntary exit situations marked by psychological disengagement.

We interpret this through the lens of "Lame Duck Objectivity." In many organizations, performance ratings are distorted by internal politics—managers may inflate ratings to avoid conflict or secure favors. When a manager decides to leave (high turnover intention), they are liberated from these future-oriented political constraints. This "professional detachment" may allow them to execute their final duties with greater objectivity and adherence to standards, unburdened by the fear of interpersonal fallout.

Alternatively, this may reflect "Impression Management." Managers exiting a role often desire to leave a "clean house" or secure positive references for themselves. By performing visible, formal tasks (like appraisals) with extra rigor during their exit phase, they signal professionalism to the very end.

The Resilience of the "Good Manager"

Finally, the non-significant moderation effect challenges the "corrosive" view of turnover. We hypothesized that the intention to quit would weaken the link between positive attitudes and performance. The lack of moderation suggests that a manager's core professional values (driven by their attitudes) are resilient. Even when contemplating exit, a satisfied and committed manager continues to rate employees diligently. The psychological habit of "good management" appears to persist independent of withdrawal cognitions.

Implications

Theoretical Implications

This study contributes to the literature by reconceptualizing managerial withdrawal as a psychologically distinct state that can enhance, rather than diminish, evaluative rigor. The concept of "lame duck objectivity" extends existing models of rater behavior by demonstrating that anticipated exit may activate professionalism-based motivations, leading managers to prioritize accuracy and defensibility in performance assessment.

First, this study contributes to the performance management literature by shifting the focus from "rater error" to "rater resource." We demonstrate that appraisal accuracy is not just a function of skill but of the rater's psychological resource reservoir.

Second, we challenge the Conservation of Resources (COR) application in turnover research. While COR predicts resource conservation (doing less)

during withdrawal, our findings support a "resource reallocation" perspective. Managers may reallocate energy toward formal tasks to maintain professional standing, suggesting that "withdrawal" is not a uniform cessation of effort.

Third, we validate the use of second-order factors for attitudinal research in service contexts. We demonstrated that in high-intensity roles, satisfaction and commitment function as a unified "affective state," offering a methodological template for future researchers facing multicollinearity in HR datasets.

Managerial Implications

From a practical perspective, the findings suggest that organizations may strategically leverage the exit phase as a period of heightened evaluative objectivity. Rather than removing appraisal responsibilities from departing managers, organizations could formalize appraisal governance mechanisms during transition windows, using structured review processes or audit checkpoints to enhance appraisal accuracy and support succession planning.

For HR practitioners, these findings offer a revised perspective on the "exiting manager":

1. Rethink the "Lame Duck" Risk: HR leaders often fear that managers serving out their notice periods will neglect their duties. Our findings suggest the opposite: exiting managers may be more rigorous. HR should not automatically strip performance management duties from departing managers; instead, they might leverage this "exit objectivity" to get honest assessments of the team, which can aid succession planning.
2. Invest in Rater Well-being: The massive effect of managerial attitudes on appraisal quality suggests that the best way to improve the performance management system is to improve the manager's experience. Wellness programs, role clarity, and recognition for supervisors are not just retention tools—they are quality assurance mechanisms for the appraisal system.
3. Exit Management as Engagement: Since managers remain engaged in formal tasks even while intending to leave, organizations should structure the "offboarding" process to include knowledge transfer and final performance reviews, treating the exit phase as a period of high-value professional contribution rather than a "dead zone."

Limitations and Future Research

Several limitations should be noted. First, the cross-sectional design precludes causal inferences; it is possible that the stress of conducting rigorous appraisals actually drives turnover intention, rather than the reverse. Future research should employ longitudinal designs to track these attitudes over time.

Second, the sample was 99.7% White, which, while controlling for cross-racial rating biases (internal validity), significantly limits the generalizability of the findings to more diverse managerial cohorts. Future research must specifically

target minority managers to determine if the "Lame Duck Objectivity" effect holds when the rater faces different systemic pressures or biases.

Third, the outcome variable was self-reported appraisal quality. While we controlled for common method variance statistically, future studies should pair manager self-reports with actual archival rating data or subordinate perceptions of fairness to triangulate the findings.

Future research should distinguish between voluntary turnover intention and involuntary exit expectations, as these conditions may activate fundamentally different psychological mechanisms. Additionally, longitudinal designs and multi-source appraisal data would further strengthen causal inference and generalizability.

Conclusion

This study set out to answer a critical question in human capital management: Does the quality of employee supervision crumble when the manager wants to quit?

Our findings offer a reassuring and provocative answer: No.

By conceptualizing managerial attitudes as a unified resource, we demonstrated that positive affect is the primary engine of appraisal rigor. More importantly, we identified a "Paradox of Withdrawal," where turnover intention is associated with higher self-reported assessment quality. This challenges the deficit model of employee turnover, suggesting that the "lame duck" period may actually be a window of unique managerial clarity and objectivity. For Personnel Review readers, this underscores the complexity of the psychological contract: even when the bond of tenure is breaking, the professional obligation to assess and develop talent appears to endure.

AI Disclosure

During the preparation of this work, the author used large language models to assist with English language editing and structural refinement. The author reviewed and edited the content as needed and takes full responsibility for the content of the publication.

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Figure 1: Theoretical Model

Table 1: Measures, Items, and Descriptive Statistics

						Cronbach's
	Items	Mean	SD	Skewness	Kurtosis	Alpha
Job Satisfac- tion	I am satisfied with the type of work I do on my job.	5.79	1.122	-0.953	0.863	0.90
	I feel that my pay is fair for the work I do.	5.69	1.002	-0.755	0.832	
	I am satisfied with my opportunities for promotion.	5.74	1.219	-1.053	1.162	
	My job provides me with a sense of personal accomplishment.	5.70	1.121	-0.912	0.835	
	I am satisfied with my job security.	5.81	1.104	-0.907	0.784	
Organizational Commit- ment	I am proud to be a member of this organization.	5.81	1.141	-1.022	0.952	0.92
	I feel a strong sense of belonging to my company.	5.70	1.201	-0.952	0.873	
	I really care about the fate of this organization.	5.59	1.301	-1.350	2.067	
	I would be happy to spend the rest of my career in this company.	5.71	1.164	-1.054	1.094	
	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization succeed.	5.68	1.180	-0.841	0.476	
Turnover Intention	I have seriously considered leaving my job in the past six months.	5.14	1.712	-1.126	0.471	0.95
	I will actively look for a new job in the near future.	5.36	1.554	-1.182	0.942	

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	My job provides me with a sense of personal accomplishment.	5.70	1.121	-0.912	0.835	
	I am satisfied with my job security.	5.81	1.104	-0.907	0.784	
Organizational Commit- ment	I am proud to be a member of this organization.	5.81	1.141	-1.022	0.952	0.92
	I feel a strong sense of belonging to my company.	5.70	1.201	-0.952	0.873	
	I really care about the fate of this organization.	5.59	1.301	-1.350	2.067	
	I would be happy to spend the rest of my career in this company.	5.71	1.164	-1.054	1.094	
	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization succeed.	5.68	1.180	-0.841	0.476	
Turnover Intention	I have seriously considered leaving my job in the past six months.	5.14	1.712	-1.126	0.471	0.95
	I will actively look for a new job in the near future.	5.36	1.554	-1.182	0.942	

Table 2: Standardized Factor Loadings and Reliability

Factor	Item	Standardized Loading (Corrected)	Cronbach's Alpha
Job Satisfaction (JS)	Q20	0.75	.90
	Q21	0.65	
	Q22	0.73	
	Q23	0.74	
	Q24	0.68	
Organizational Commitment (OC)	Q25	0.76	.92
	Q26	0.73	
	Q27	0.56	
	Q28	0.68	
	Q29	0.69	
Turnover Intention (TI)	Q30	0.75	.95
	Q31	0.67	
	Q32	0.71	
	Q33	0.69	
	Q34	0.69	
Employee Performance Assessment (EPA)	Q35	0.61	.88
	Q36	0.63	
	Q37	0.67	
	Q38	0.71	
	Q39	0.71	

Table 3: Discriminant Validity and Factor Correlations

Factor	1	2	3
1. Manager's Attitudes (MA)	1.00		
2. Turnover Intention (TI)	-	1.00	
	0.359		
3. Employee Performance Assessment (EPA)	0.781*	-	1.00
		0.076	

Table 4: SEM Path Estimates

Parameter	Estimate	S.E.	Est./S.E.	P-Value
Main Effects				
EPA ON	0.865	0.067	12.976	0.000
MA				
EPA ON TI	0.234	0.110	2.138	0.033
Moderation Effect				
EPA ON	-0.157	0.115	-1.362	0.173
MA_TI				
Covariances				
MA WITH	-0.359	0.085	-4.228	0.000
TI				

*p < 0.05, two-tailed.