

An Analysis of Employee Performance Management as a Driver of Organizational Commitment

Ola Elgeuoshy Abdrabou

Assistant Professor, Faculty of International Business and Humanities (FIBH), Egypt-Japan University of Science and Technology (E-JUST)

Mayan Montasser

HRM Student, Faculty of International Business and Humanities (FIBH), Egypt-Japan University of Science and Technology (E-JUST)

Nada Hisham

HRM Student, Faculty of International Business and Humanities (FIBH), Egypt-Japan University of Science and Technology (E-JUST)

ملخص البحث

في ظل اقتصاد متقلب، يُمثل نمو الأعمال واستدامتها تحديين كبيرين. ويُعدّ الموظف، وأدائه، والتزامه تجاه مؤسسته، أحد العوامل الرئيسية لاستدامة الأعمال. وقد تناولت معظم الدراسات تأثير الالتزام التنظيمي بشكل مباشر أو غير مباشر على إدارة الأداء. بينما تُركز هذه الدراسة على تأثير إدارة أداء الموظفين (التخطيط والرقابة والتقييم) على الالتزام التنظيمي. وتتمثل أهداف البحث الرئيسية في: (١) مراجعة الأدبيات المتعلقة بإدارة أداء الموظفين والالتزام التنظيمي. (2) تطوير أداة استبيان لدراسة التأثير. (3) إجراء تحليل إحصائي. (4) تفسير النتائج الإحصائية ووضع توصيات لتحسين إدارة أداء الموظفين لتعزيز الالتزام التنظيمي. اعتمدت الدراسة على منهج بحث كمي. صُممت أداة الاستبيان عبر نماذج جوجل. استُخدمت أساليب أخذ العينات الهادفة والمتدرجة. بلغ حجم العينة ٣٤٦ فردًا. حُللت البيانات المجمعة باستخدام برنامج SPSS 30.0. ظهرت مراقبة الأداء وتقييمه ارتباطات إيجابية قوية إلى قوية جدًا بالالتزام العاطفي والمعياري والتنظيمي. كما أكد الانحدار اللوجستي الترتيبي أن الرقابة والتقييم مؤثران مهمان للالتزام التنظيمي. في الدراسات المستقبلية، يُنصح بشدة بدراسة الأثر طويل المدى لنظام تقييم الأداء المنظم على الالتزام المعياري للموظفين، ودراسة كيفية تأثير أنماط التغذية الراجعة المحددة لتقييم الأداء على الروابط العاطفية للموظفين. وينصح أصحاب العمل باستخدام استبيان رضا التقييم

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وتحسين العدالة والشفافية في عملية التقييم من خلال إرشادات التقييم الموحدة وإجراء جلسات توعية للموظفين والمقيمين بتلك الإرشادات.

الكلمات المفتاحية: إدارة أداء الموظفين، تخطيط أداء الموظفين، مراقبة أداء الموظفين، تقييم أداء الموظفين، الالتزام التنظيمي.

Abstract

In a high turbulent economy business growth and sustainability are great challenges. A key driver of business sustainability is the employee, his performance and commitment to his organization. Most of the studies addressed the influence of the organizational commitment directly or indirectly on the performance management. While, this study focuses on the impact of the employee performance management (planning, monitoring and appraisal) on organizational commitment. The main research objectives are to (1) Conduct a literature review of the employee performance management (EPM) and the organizational commitment. (2) Develop a survey instrument to study the impact. (3) Conduct a statistical analysis. (4) Interpret the statistical results and develop recommendations for improving EPM to strengthen organizational commitment. The study adopts a quantitative research approach. A survey instrument designed via Google forms. Purposive and snowballing sampling techniques were used. Sample size of 346. Collected data analyzed using SPSS 30.0. Performance monitoring and performance appraisal had strong to very strong positive correlations with affective, normative, and organizational commitment. Ordinal logistic regression further supported that monitoring, and appraisal were significant predictors of organizational commitment. For future studies, investigating the long-term impact of structured performance appraisal system on employees' normative commitment in a longitudinal study and studying how specific performance appraisal feedback styles influence emotional bonding of the employees are highly recommended. Using appraisal satisfaction survey, improving the fairness and transparency of the appraisal process through standardized appraisal guidelines and conducting awareness sessions for employees and raters are highly advisable for employers.

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Keywords: Employee Performance Management, Employee Performance Planning, Employee Performance Monitoring, Employee Performance Appraisal, Organizational Commitment.

1. Introduction

In today's competitive business environment, organizations are increasingly recognizing the critical role of effective Employee Performance Management (EPM) in fostering organizational commitment. EPM encompasses a range of practices designed to assess, manage, and enhance employee performance, aligning individual contributions with the strategic goals of the organization. This commitment is essential for driving employee engagement, reducing turnover, and ultimately achieving sustained organizational success. As organizations strive to create a high-performance culture, understanding the impact of EPM on organizational commitment becomes paramount.

Performance Management is an integrating process in which managers mutually set work expectations with their employees and assess and review results to enhance employee performance (Onyango et al., 2023). Exploring the relationship between human resource management (HRM) practices and organizational effectiveness with the employee performance management system is highly recommended (Frank, 2023).

Most of the previous studies addressed the impact of organizational commitment on the employee performance whether directly or indirectly. Thus, this study focuses on examining the impact of the employee performance management (EPM) on organizational commitment. This study investigates this relationship through three core functions of EPM: performance planning, performance monitoring, and performance appraisal. It then analyzes their impact on the three dimensions of organizational commitment: affective, normative, and continuance commitment. This study aims to provide a deeper understanding of how structured performance management not only boosts productivity but also strengthens the emotional and professional bonds employees develop with their organization ultimately supporting better engagement, reduced turnover, and a stronger business foundation.

The main research objectives are (1) Conduct a literature review of the employee performance management (EPM) and the organizational commitment. (2) Develop a survey instrument to study the impact. (3)

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Conduct a statistical analysis. (4) Interpret the statistical results and develop recommendations for improving EPM to strengthen organizational commitment.

This article is organized into; introduction, literature review, research methodology, discussion and recommendations, it will end up with a conclusion.

2. Literature Review

2.1. Employee Performance Management (EPM)

Employee performance is the cornerstone of overall company performance and its success. Therefore, it is extremely important to understand the performance and its management process. Performance includes only those actions or behaviors that are relevant to the organization's goals and can be measured in terms of each individual's proficiency (Landy & Conte, 2013). Job performance is "the observable behavior that employees do in their jobs that are relevant to the goals of the organization" (Kappagoda, 2018, p. 161). Job performance can be understood as a multidimensional construct that includes behaviors, outcomes, and results (Aguinis, 2014). Performance management refers to "the wide variety of activities, policies, procedures, and interventions designed to help employees to improve their performance" (DeNisi & Murphy, 2017, p. 421). Thus, performance management is viewed as "a process that involves a decisive approach that helps in improving the firm's productivity and employees by uplifting employee performance through teamwork and personal capabilities." (Carol & Florah, 2019, p. 20).

Employee performance management (EPM) plays a critical role in the success of any organization as (1) It evaluates each employee's skills and knowledge to secure increased productivity in the workplace achieving organizational goal (Aguinis, 2014). (2) It is highly linked to increased fairness perception, employee engagement, motivation, job satisfaction, organizational commitment, and cooperation (Awan et al., 2020; Perumal & Aithal, 2023; Eli et al., 2019; Pulakos et al., 2015). (3) A well-structured EPM provides a framework for recognizing and rewarding employee contributions, which can lead to improved retention rates (Lilian et al., 2023). (4) Organizations with robust PMS report higher levels of productivity and employee morale (Aguinis, 2014; Carol & Florah, 2019). (5) EPM plays a crucial role in aligning individual goals with

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organizational objectives, providing regular feedback on those goals and facilitating structured performance assessment, continuous development and adaptability (Khan & Ukpere, 2014; Carol & Florah, 2019; Awan, Habib, et al., 2020; Lilian et al., 2023 Al Thawadi & Hadi, 2024). (5) It fosters an environment of accountability and continuous improvement, ultimately enhancing overall organizational performance. (6) It enhances the development of an individual's skills, build a culture of performance, determine individual promotion, eliminate poor individual performance, and assist in implementing business strategies (Eli Suherli et al., 2019).

The performance management (PM) typically consists of several key stages: goal setting, performance monitoring, regular feedback, performance appraisal, and development planning (Pulakos et al., 2015). PM is seen as an integrated, participative process and continuous dialogue between employees and managers to set expectations, measure and review results, and reward performance to improve employee performance and to foster an environment of ongoing improvement, employee engagement, and organizational success (Armstrong, 2020). The performance management (PM) process is also outlined into six stages (Khan & Ukpere, 2014): performance planning, performance observation, performance assessment, performance feedback, recognition and corrective measures, and employee/career/organizational capability development. While, Aguinis (2014) stated that it consists of seven stages: prerequisites, performance planning, performance execution, performance assessment, performance review, and performance renewal and re-contracting. Elaine described the process into eight steps (Pulakos, 2009): (1) Leaders set organization, division, and department goals, (2) Managers and employees set objectives and discuss behavioral expectations, (3) Managers and employees hold ongoing performance discussions, (4) Employees provide input on own perceptions of performance, (5) Knowledgeable rating sources provide input on employee performance, (6) Managers rate performance, (7) Managers and employees hold formal review sessions, (8) HR decisions are made –pay, promotions, training. It has been emphasized that there is no universal process for performance management (Khan & Ukpere, 2014); however, an integrated use of different processes might outline a somewhat flexible and objective model. Therefore, this study will adopt three stages: performance planning, performance monitoring, and performance appraisal.

2.1.1 Employee Performance Planning (EPP)

Performance planning involves “setting individual, departmental, and organizational goals and objectives. This is where the specific duties, key duties, and responsibilities are to achieve the final goals of the organization” (Lilian et al., 2023, p. 432). Employee Performance Planning is a systematic approach that involves setting clear objectives, defining roles and responsibilities, and establishing metrics for evaluating success. It involves collaborative discussions between employees and managers to establish clear performance targets and development plans. Effective performance planning serves as a foundation for successful performance management: (1) Allowing employees to understand expectations and targets clearly (Al Thawadi & Hadi, 2024). (2) It ensures work engagement and effort investment, and employees’ involvement to invest energy and enthusiasm into their roles, promoting a high level of productivity and performance (Awan et al., 2020; Carol & Florah, 2019). (3) It promotes accountability, transparency, and continuous feedback, enabling employees to understand what is expected and how their performance will be evaluated throughout the performance cycle (Patrick, et al., 2016; Baker & Erskine, 2018). (4) Integrating performance planning with the performance management system, organizations can create a cohesive approach that enhances productivity, accountability, and overall performance (Aguinis, 2014). (5) The iterative nature of performance planning and assessment fosters a culture of learning, ultimately contributing to organizational success (Perumal & Aithal, 2023).

2.1.2 Employee Performance Monitoring (EPM)

In an increasingly competitive business environment, organizations are compelled to adopt structured performance monitoring systems to align individual performance with organizational objectives. Monitoring means “consistently measuring performance and providing ongoing feedback to employees and work groups on their progress toward reaching their goals” (Yamoah, 2014, p. 109). Performance monitoring includes a systematic tracking of specific organizational processes or outcomes to ensure alignment with predefined objectives. Performance monitoring involves the use of metrics and qualitative assessments to gauge efficiency, effectiveness, and overall productivity (Dean & Kiu, 2021). The process of employee performance monitoring involves a series of stages that create a continuous feedback loop. It determines their effectiveness and efficiency

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in completing tasks. It helps to identify the areas requiring training or development and design the targeted training and development programs that address specific employee needs (Brewster et al., 2020; Septifani et al., 2020). This development not only benefits the individuals but also enhances the collective capabilities of the organization (Kassim et al., 2012). Performance monitoring helps align individual performance with organizational objectives, ensuring that all employees are working towards common goals (Falletta, 1998). This alignment is essential for fostering a cohesive organizational culture. A structured performance monitoring can lead to improved job satisfaction, increased retention rates, and increased employee engagement and satisfaction, as employees feel valued and recognized for their contributions (Baker & Erskine, 2018; Nguyen, 2022). Performance monitoring enables organizations to identify and reward high performers, fostering a culture of excellence (Hristov & Chirico, 2020). Employee performance monitoring is a cyclical approach. It is crucial for adapting to the dynamic nature of workplaces (Hristov & Chirico, 2020). Employee performance monitoring consists of 5 stages: (1) identifying key objectives and goals for monitoring, (2) establishing metrics (KPIs), (3) collecting data, (4) analyzing the data, and reporting findings and implement corrective actions (Dean & Kiu, 2021).

Various tools are employed in employee performance monitoring (Kassim et al., 2012; DeNisi & Murphy, 2017; Baker & Erskine, 2018; Brewster et al., 2020; Hristov & Chirico, 2020; Nguyen, 2022): (1) performance management software, (2) 360-degree system, (3) regular performance appraisal, (4) employee surveys, (5) performance dashboard. A comprehensive monitoring processes would include tools such as mentoring, training, coaching, counseling, and certification. Combining these tools positively impacts not only employee performance but also operational efficiency, customer satisfaction, and the company's competitive position in an increasingly dynamic market (Pratikno et al., 2023). Several factors contribute to the success of the performance monitoring process, include, (Kassim et al.2012; DeNisi & Murphy, 2017; Hristov & Chirico, 2020): (1) clarity of performance metrics, (2) frequency of evaluations, (3) quality of feedback, (4) perceived fairness, and (5) adaptability.

2.1.3 Employee Performance Appraisal (EPA)

A performance appraisal is a regular review of an employee's job performance and overall contribution to a company. The performance appraisal evaluates an employee's skills, achievements, and growth (Santi & Rahim, 2021). It is "a process of identifying, observing, measuring, recording and developing the job-relevant strengths and weaknesses of employees" (Nnanna & Ugha, 2021, p. 237). Performance appraisal refers to "the process of identifying, examining, measuring and growing performance of employee in the firm" (Carol & Florah, 2019, p. 23). William has highlighted the shift from traditional performance appraisal methods, which often focus on deficiencies, to more constructive approaches that emphasize strengths and development (DeNisi & Murphy, 2017). Performance appraisals should not only assess past performance (Cawley et al., 2020) but also foster employee growth by identifying strengths and areas for development (Ghozali et al., 2019). Linking individual performance to organizational success, appraisals shall foster a sense of purpose among employees (Kassim et al., 2012). Line managers need to understand how performance appraisal contributes to the overall objectives of performance management (Taiwo & Omojaro, 2019). Identifying high performers and potential leaders enables organizations to prepare for future leadership needs (Cawley et al., 2020). Proper documentation of performance appraisals can secure organizations from potential legal claims. Research indicates that when employees perceive the appraisal process as fair and constructive, their engagement levels increase significantly (Kampkötter, 2014; Baker et al., 2020). Employees must perceive the appraisal process as fair and equitable. This can be achieved by providing transparency in the criteria used for evaluations and ensuring that all employees have equal access to resources and opportunities for development (Borman & Motowidlo, 2018). Organizations employing digital performance management systems reported higher levels of employee satisfaction and engagement compared to those using traditional methods (Luthra & Ranganathan, 2022). Effective performance appraisals positively correlate with improved employee performance and organizational productivity (Ghozali et al., 2019). Organizations that invest in employee development post-appraisal see improved performance and retention rates (Kassim et al., 2012). Training evaluators to minimize biases and ensure that appraisal methods are applied uniformly across all

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employees to ensure to ensure its effectiveness (Borman & Motowidlo, 2018). By identifying the best ways to capture appraisal data, organizations can ensure more accurate evaluations and promote fairness in decision-making (Nnanna & Ugha, 2021). It is recommended to use multiple evaluators or standardized tools, ensuring that evaluations are based on consistent criteria and diverse perspectives to avoid subjectivity (Taiwo & Omojaro, 2019).

2.2. Organizational Commitment

Organizations are facing a tremendous pressure to enhance employee commitment and retain them in the organization. Highly committed, motivated and engaged employees assure organizational success and competitiveness (Otoo & Rather, 2024). Organizational commitment plays an important role in shaping the difference in motivation between individuals with low and high organizational commitment (Rahmat et al., 2020).

Commitment can be defined as “the individual’s involvement in the job that they perform in the organization” (Ananthanarayanan & Priyadarshini, 2018, p. 2). Organizational commitment refers to “the mindset reflecting a desire, need, or obligation to maintain membership in an organization” (Demars et al., 2023, p. 205). The organizational commitment is composed of affective commitment, normative commitment, and continuance commitment as per Mayer model (Paul et al., 2016). This model of commitment has been used by researchers to predict important employee outcomes, including turnover and citizenship behaviors, job performance, absenteeism, and tardiness (Noraazian & Khalip, 2016). Affective commitment can be defined as “a strong emotional attachment of the employee towards the organization and the work they do” (Ananthanarayanan & Priyadarshini, 2018, p. 2). Affective attachment allows employees to uphold the psychological contract with the organization so that they sustain their organizational commitment (Paul et al., 2016, p. 213). Affective commitment is function of personal characteristics and work experiences. Employees with higher levels of affective commitment are happy with their work-life experience, typically demonstrating good attendance, better job performance, and organizational citizenship behavior essential to their organization’s success (Demars et al., 2023). Normative Commitment is the behavior of the employee to stick on to the current organization even if they feel they are not happy with the

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current job (Ananthanarayanan & Priyadarshini, 2018, p. 2). It affects employee health and well-being (Noraazian & Khalip, 2016). Normative commitment is based on a sense of obligation and the feeling of a need to stay at the organization that is influenced by experiences both prior to and upon entry into an organization such as onboarding experiences as a new employee, and experience when a family member was a patient (Demars et al., 2023). Continuance Commitment can be seen when the employee analyses the pros and cons of leaving the organization (Ananthanarayanan & Priyadarshini, 2018, p. 2). Continuance commitment explains an employee's perception of the potential risk and costs associated with leaving his/her current organization (Oyewobi et al., 2019). Employees with commitment to the organization driven more by the costs associated with leaving (e.g., loss of seniority, salary reduction, loss of friendships, or a sense of obligation) tend to possess behaviors different from those with high emotional attachment (Demars et al., 2023). It affects on-the-job behavior, attendance, and organization citizenship behavior (Noraazian & Khalip, 2016).

The organizational commitment has been addressed in relationship to several business aspects. Organizational commitment mediates the association between HRD practices and employee engagement (Otoo & Rather, 2024). A positive correlation between compensation structure and organizational commitment and job satisfaction was found (Muhtar & Wahyuni, 2023). Turnover intentions are minimized in the presence of all three organizational commitment subscales and that individual differences (age, gender and social ranking) amongst Islamic bank employees (Serhan et al., 2021). The role of authentic leadership, self-efficacy, job satisfaction, and employee silence on organizational commitment among millennials has been examined (Pradipto & Chairiyati, 2021). Employees' commitment to the Department of Homeland Security (DHS) was more favorable after the repeal of the job security rules (Hur & Perry, 2020). Cohesiveness and organizational commitment mediate the effect of organizational climate on performance academics at private higher education institutions in the Indonesia (Rahmat et al., 2020). Organizational commitment has a direct effect on emotional intelligence (Rahman et al., 2020). Organizational culture partially mediates the relationship of personality and organizational commitment on employee performance (Arifina et al., 2019). Organizational commitment has a significant impact on the ERP

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infrastructure upgrade and ERP performance directly and indirectly (Tarigan et al., 2019). Lin indicated there is a positive correlation between the style of leadership and the commitment of the employee, and the correlation with the employee's normative commitment is not significant; The established leadership is negatively correlated with the employee's emotional commitment and normative commitment, but it is not significant with the continuous commitment (Wang L. , 2018). Partial mediating effect of organizational commitment on the relationship between resilience and citizenship behavior has been revealed in India (Paul et al., 2016). Organizational commitment positively influences employee retention in manufacturing organizations of Eastern India (Pradhan & Jena, 2016). HRD practices and affective commitment are significantly associated in star-rated hotels. HRD practices are not significantly associated with either continuance or normative commitment (Otoo & Rather, 2024).

Most of the studies addressed the influence of organizational commitment on performance. Commitment and work culture have been proven to influence work performance (Pradipto & Chairiyati, 2021). The subordinates who commit to a higher education institution tend to have high performance (Rahmat et al., 2020). Organizational commitment has a significant role in enforcing the employee performance (Susilowati & Azis, 2020). Several researchers have evidence that affective commitment is a determinant of organizational performance (Oyewobi et al., 2019). Committed employees sacrifice their personal requirements to achieve organizational goals during turbulent times (Pradhan & Jena, 2016). The mediating role of organizational commitment on organizational alignment and employee performance is confirmed (Muhtar & Wahyuni, 2023). Personality and organizational commitment have a significant and positive relationship on organizational culture and employee performance (Arifina et al., 2019). The relationship between organizational commitment and employee performance is positive and strong (37.2%) in project organization (Susilowati & Azis, 2020). While rare addressed the influence of the performance management on organizational commitment which constructs the need for the focus of the current study.

3. Methodology

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This study adopts a quantitative descriptive research approach. Quantitative research is particularly suitable for this study as it provides a structured framework for analysing the impact of the employee performance management on organizational commitment. By employing quantitative methods, the research can yield objective results that are easily interpretable and generalizable to a larger population (Ishtiaq, 2019), allowing for robust conclusions to be drawn from the data. This study uses a structured online survey instrument to collect data through Google Forms. The survey is developed based on previously established scales for organizational commitment using the revised version of the three-component model (TCM) questionnaire created by Meyer and his team (Al-Haroon & Al-Qahtani, 2020): affective, continuance, and normative commitment, and a developed scale for employee performance management consists of three sub-scales: employee performance planning, monitoring, and appraisal based on previous surveys (Walsh, 2003; Koopmans et al., 2013; Department of Public Service and Administration, 2021; HR Survey, 2025). The researchers followed the systems thinking approach in selecting the items (questions) for developing the employee performance management sub-scales. All items are formulated using a 5-point Likert scale; 1= strongly disagree to 5= strongly agree.

This study incorporates purposive & snowball sampling techniques. Purposive sampling is employed to select participants based on specific criteria; being employed. This criterion ensures that the sample includes individuals with pertinent experience regarding performance management and organizational commitment (Bryman, 2016). This is particularly advantageous in exploring nuanced insights from employees who have been actively engaged in performance management processes. Thus, they are enhancing the validity of the findings. The snowball sampling aspect allows initial participants to refer additional individuals who meet the study criteria. Surveys were administered online via Google Forms to maximize participation, allowing for easy access and convenience for participants (Cohen et al., 2018). The QR code and URL link of the Google form were shared via social media (Facebook, LinkedIn, and sent via Messenger, WhatsApp...etc.).

Data analysis involved several stages, using statistical software (IBM SPSS Version 30.0) to examine relationships and test hypotheses. Descriptive statistics provided an initial overview of the data. Non-parametric tests will be used as the data is not normally distributed.

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Spearman correlation (ρ) will be used to assess the strength and direction of the relationship between the variables. Ordinal regression is the non-parametric regression test that will be used to predict the behaviour of ordinal-level dependent variables (organizational commitment) using a set of independent variables (subscales of employee performance management).

4. Discussion: Analysis and Results

Statistical analysis was conducted to test the relationship between the employee performance management (independent construct) and organizational commitment (dependent construct). Each construct was measured by three ordinal sub-scales. Employee Performance Management is measured by employee performance planning, monitoring, and appraisal. Organizational Commitment was measured by affective, continuance, and normative commitment.

Reliability and Validity Analyses. The three sub-scales of employee performance management demonstrated excellent internal consistency and reliability, supported by a high Cronbach's Alpha, above the threshold of 0.7 (Pallant, 2016); (.900, .964, and .956, respectively) and a relatively strong mean inter-item correlation (.479, .726, and .682, respectively). All three sub-scales of the organizational commitment demonstrated excellent internal consistency and reliability, supported by a high Cronbach's Alpha (.956, .916, .924 respectively) and a strong mean inter-item correlation (.784, .645, .669 respectively). All three sub-scales of the performance management construct and three sub-scales of the organizational commitment construct have shown significant evidence for their convergent validity ($p < .01$) with strong correlation using Spearman's rho correlation for most of the scales ($> .5$). Divergent validity among all pairs of the same construct is established (AVE between pairs $> R$ square) except for the pair of performance monitoring and performance appraisal, where VE (0.7338113) is relatively less than R square 0.758641.

A sample of 346 employees answered the online questionnaire via Google Forms. All variables have the same sample size, indicating complete data for all 346 employees across these measures.

Descriptive Analyses indicated that Employee Performance Planning has the highest mean (4.082) compared to Employee Performance Monitoring (3.280), and Employee Performance Appraisal (3.232). This indicates that employees likely perceive the performance planning process

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as well-defined, clear, or effective, and there is room to strengthen the monitoring and appraisal processes and employee perception about them.

The means of Continuance Commitment (3.211), Normative Commitment (3.127), and Affective Commitment (3.126) indicate a moderate level of organizational attachment due to leaving barriers, sense of duty, and positive feelings. This highly suggests more efforts to improve the working environment to enhance organizational commitment.

Employee Performance Monitoring and Employee Performance Appraisal have shown relatively large standard deviation (1.2354, 1.2320) compared to Employee Performance Planning (.7966). It suggests more diverse opinions or experiences regarding how employee performance is monitored and appraised, while the highest level of agreement among employees is about the effectiveness or clarity of the performance planning process.

The large standard deviation across all the commitment types: Affective Commitment (1.3718), Normative Commitment (1.2939), and Continuance Commitment (1.2759) indicates the most variability in employees' emotional attachment to the organization (Affective Commitment). Some employees feel strongly connected, while others do not; different perceptions of the barriers, and a spread in employees' feelings of obligation to stay with the organization.

Employee Performance Monitoring and Appraisal have shown negative Kurtosis (-.807, -.821), indicating a flatter distribution with fewer extreme opinions. The positive Employee Performance Planning Kurtosis (1.352) indicates that responses for employee performance planning are peaking around the mean (4.082) and have heavier tails.

Negative Kurtosis across all types of Continuance (-.980), Normative (-1.054), Affective (-1.196), indicating a relatively flat distribution with thinner tails. Responses are quite widespread, with fewer responses concentrated at the mean and fewer extreme feelings.

Negative Skewness across all types of performance management: Planning, monitoring, and appraisal (-1.092, -.465, -.360), indicating moderate to slight skew. It suggests that more employees tend to rate employee planning, monitoring, and appraisal towards the higher end of the scale (mean = 4.082, 3.280, 3.232).

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Slightly negative Skewness of Continuance Commitment (-.278) and Normative Commitment Skewness (-.255), indicating that More employees tend to have higher perceptions of the costs associated with leaving and more employees feel a slightly stronger sense of obligation to stay. While Affective Commitment Skewness (-.196) is close to zero, suggesting a relatively symmetrical distribution around the mean (3.126).

The Relationship Analysis using Spearman's rank-order correlation test and based on Cohen's (1988, pp. 79–81) suggestion to follow these guidelines for assessing the strength of correlation: small $r=.10$ to $.29$, medium $r=.30$ to $.49$, large $r=.50$ to 1.0 as cited in (Pallant, 2016). The results showed that Employee Performance Management was very strongly and positively correlated with affective commitment ($r_s(344) = .702, p = <.001$), and strongly and positively correlated with normative and organizational commitment ($r_s(344) = .636, p = <.001$) and ($r_s(344) = .680, p = <.001$) respectively. The results indicated a moderate positive correlation with continuance commitment ($r_s(344) = .450, p = <.001$). All these correlations were statistically significant ($p < .001$).

No significant correlation ($p > .05$) was found between employee performance planning and any of the commitment types (affective, continuance, normative, and organizational); ($p = .280, .411, .640$, and $.360$, respectively).

Employee Performance Monitoring was similar to employee performance management, it showed a very strong positive correlation with affective commitment ($r_s(344) = .703, p = <.001$). A strong positive correlation with normative and organizational commitment ($r_s(344) = .629, p = <.001$) and ($r_s(344) = .660, p = <.001$) respectively. A moderate positive correlation with continuance commitment ($r_s(344) = .419, p = <.001$). All these correlations were statistically significant ($p < .001$).

Employee Performance Appraisal had a very strong positive correlation with affective and organizational commitment ($r_s(344) = .717, p = <.001$) and ($r_s(344) = .721, p = <.001$) respectively. A strong positive correlation with both normative and continuance commitment ($r_s(344) = .675, p = <.001$) and ($r_s(344) = .519, p = <.001$) respectively. All these correlations were statistically significant ($p < .001$).

Table 1: Spearman's rank-order correlation test

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		EPM	EPP	EPM	EPA	AC	CC	NC	OC
EPM	Correlation Coefficient	1.000	.360**	.950**	.928**	.702**	.450**	.636**	.680**
	Sig. (2-tailed)	.	<.001	<.001	<.001	<.001	<.001	<.001	<.001
	N	346	346	346	346	346	346	346	346
EMP	Correlation Coefficient	.360**	1.000	.203**	.151**	.058	-.044	.025	.049
	Sig. (2-tailed)	<.001	.	<.001	.005	.280	.411	.640	.360
	N	346	346	346	346	346	346	346	346
EPM	Correlation Coefficient	.950**	.203**	1.000	.871**	.703**	.419**	.629**	.660**
	Sig. (2-tailed)	<.001	<.001	.	<.001	<.001	<.001	<.001	<.001
	N	346	346	346	346	346	346	346	346
EPA	Correlation Coefficient	.928**	.151**	.871**	1.000	.717**	.519**	.675**	.721**
	Sig. (2-tailed)	<.001	.005	<.001	.	<.001	<.001	<.001	<.001
	N	346	346	346	346	346	346	346	346

Impact Analyses. The Ordinal Logistic Regression analysis was conducted to investigate the relationship between organizational commitment (ordinal outcome) and three independent variables (predictors): employee performance planning, employee performance monitoring, and employee performance appraisal. The dependent and independent variables are measured on an ordinal scale, each consisting of five categories following a 5-point Likert scale. The result of the Test of Parallel Lines ($p = 1.000$) provides evidence that the proportional odds assumption of the ordinal logistic regression model is satisfied. It indicates that the effects of the predictors are consistent across the different levels of the ordinal outcome. It assures the validity of the model. The assumptions have been verified, ensuring the robustness of the ordinal logistic regression analysis. The Model fit was statistically significant $\chi^2 (109) = 474.035$, $p < .001$, suggesting that the model was effective in differentiating

between levels of organizational commitment based on predictors. The Pseudo R-Square values (Cox and Snell=.746) suggest a substantial relationship between the predictors and organizational commitment.

H0: Employee performance planning, monitoring, and appraisal do not significantly predict the likelihood of an employee having a particular level or lower organizational commitment.

• **H1: Employee performance planning, monitoring, and appraisal significantly predict the likelihood of an employee having a particular level or lower of organizational commitment.**

In terms of individual predictors, Employee Performance Appraisal was the most significant predictor, followed by the employee performance monitoring in some levels (categories). Employee Performance Planning was found to be an insignificant predictor of organizational commitment, as $p > .05$ (significance threshold) in most of the categories, except in the following categories:

• **[Employee Performance Planning=2.5]:** ($B = -2.933$, Odds Ratio (SE)= 0.0532, Wald= 6.504, $p = 0.011$, CI [-5.186, -0.679]. This suggests that employees with a Performance Planning score of 2.5 have significantly lower odds (5.32 % of the odds for the reference group) of being in a higher category of Organizational Commitment (compared to the reference level for Performance Planning). Thus, a lower level of Performance Planning is significantly associated with a higher likelihood of being in the lower categories of Organizational Commitment.

• **[Employee Performance Planning=3.1]:** ($B = 2.291$, Odds Ratio (SE)= 9.89, Wald= 5.883, $p = 0.015$, CI [0.44, 4.143]. This indicates that employees with a Performance Planning score of 3.1 have significantly higher odds (almost 10 times) of being in a higher category of Organizational Commitment compared to the reference level for Performance Planning. Thus, a higher level of Performance Planning is associated with a higher likelihood of being in the higher categories of Organizational Commitment.

• **[Employee Performance Planning = 4.5]:** ($B = -1.437$, Odds Ratio (SE)= 0.238, Wald= 4.115, $p = 0.042$, CI [-2.826, -0.049]. This suggests that employees with a Performance Planning score of 4.5 have significantly lower odds (23.8 % of the odds for the reference group) of

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being in a higher category of Organizational Commitment (compared to the reference level for Performance Planning). Thus, a higher level of Performance Planning is significantly associated with a higher likelihood of being in the lower categories of Organizational Commitment.

Employee Performance Monitoring impact analyses can be categorized into three groups, first group where the Performance monitoring scores are less than 3.0:

- **[Employee Performance Monitoring=1.0]:** (B = -2.745, Odds Ratio (SE)= 0.064, Wald= 5.636, p=0.018, CI [-5.01, -0.479].
- **[Employee Performance Monitoring=1.3]:** (B = -5.353, Odds Ratio (SE)= 0.00473, Wald=9.763, p=0.002, CI [-8.711, -1.995].
- **[Employee Performance Monitoring=2.1]:** (B = -4.239, Odds Ratio (SE)= 0.0144, Wald=10.767, p=0.001, CI [-6.77, -1.707].
- **[Employee Performance Monitoring=2.4]:** (B = -4.552, Odds Ratio (SE)= 0.0105, Wald=8.95, p=0.003, CI [-7.535, -1.57].
- **[Employee Performance Monitoring=2.5]:** (B = -2.943, Odds Ratio (SE)=0.053, Wald=7.244, p=0.007, CI [-5.086, -0.8].
- **[Employee Performance Monitoring=2.6]:** (B = -2.923, Odds Ratio (SE)=0.054, Wald=7.779, p=0.005, CI [-4.977, -0.869].

This suggests that employees with a Performance monitoring score (1, 1.3, 2.1, 2.4, 2.5, 2.6) have significantly lower odds (6.4 %, 0.4%, 1.4%, 1%, 5.3%, 5.4% of the odds for the reference group) of being in a higher category of Organizational Commitment (compared to the reference level for Performance monitoring). Thus, a lower level of Performance monitoring is significantly associated with a higher likelihood of being in the lower categories of Organizational Commitment.

The second group where Performance monitoring scores are higher than 3.0:

- **[Employee Performance Monitoring=3.7]:** (B = -3.328, Odds Ratio (SE)=0.036, Wald=12.03, p <.001, CI [-5.209, -1.448].
- **[Employee Performance Monitoring=4.4]:** (B = -3.892, Odds Ratio (SE)=0.020, Wald=15.446, p <.001, CI [-5.832, -1.951].

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This suggests that employees with a Performance monitoring score (3.7, 4.4) have significantly lower odds (3.6%, 2% of the odds for the reference group) of being in a higher category of Organizational Commitment (compared to the reference level for Performance monitoring). Thus, a higher level of Performance Monitoring is significantly associated with a higher likelihood of being in the lower categories of Organizational Commitment. It may be due to the toughness of the adopted performance monitoring process and standards.

The third group where the scores of employee performance monitoring are insignificant as $p > .001$, suggesting no significant difference in organizational commitment.

Employee Performance Appraisal; few higher appraisal scores (e.g., 3.3, 3.9, 4.4, 4.5, 4.6, 4.8, 4.9) have non-significant p-values, suggesting no significant difference in organizational commitment compared to the reference group.

Most of the performance appraisal scores (e.g., 2.5, 2.6, 2.7, 2.8, 3.0, 3.2, 3.4, 3.6, 3.7, 3.8, 4.1, 4.2, 4.3, 4.7) have significant p-values. Their negative estimates suggest that these employee performance appraisal groups are also less likely to have higher organizational commitment compared to the reference performance appraisal group.

- **[Employee Performance Appraisal=1.0]:** (B =-9.891, Odds Ratio (SE)=5.063, Wald=65.438, $p < .001$, CI [-12.288, -7.495].
- **[Employee Performance Appraisal=1.2]:** (B =-4.028, Odds Ratio (SE)=0.018, Wald=10.4, $p = 0.001$, CI [-6.476, -1.58].
- **[Employee Performance Appraisal=1.5]:** (B =-5.474, Odds Ratio (SE)=0.0042, Wald=12.004, $p < .001$, CI [-8.571, -2.378].
- **[Employee Performance Appraisal=1.6]:** (B =-4.468, Odds Ratio (SE)=0.0115, Wald=11.745, $p < .001$, CI [-7.024, -1.913].
- **[Employee Performance Appraisal=1.8]:** (B =-5.058, Odds Ratio (SE)=0.0065, Wald=13.642, $p < .001$, CI [-7.742, -2.374].
- **[Employee Performance Appraisal=1.9]:** (B =-4.276, Odds Ratio (SE)=0.0139, Wald=10.243, $p = .001$, CI [-6.894, -1.657].
- **[Employee Performance Appraisal=2.0]:** (B =-5.029, Odds Ratio (SE)=0.0065, Wald=16.005, $p < .001$, CI [-7.492, -2.565].

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- **[Employee Performance Appraisal=2.2]:** (B =-2.682, Odds Ratio (SE)=0.068, Wald=3.794, p=0.051, CI [-5.381, 0.017].
- **[Employee Performance Appraisal=2.3]:** (B =-4.685, Odds Ratio (SE)=0.009, Wald=14.616, p<.001, CI [-7.086, -2.283].
- **[Employee Performance Appraisal=2.4]:** (B =-3.46, Odds Ratio (SE)=0.031, Wald=7.313, p=0.007, CI [-5.968, -0.952].
- **[Employee Performance Appraisal=2.5]:** (B =-6.407, Odds Ratio (SE)=0.0016, Wald=36.935, p<.001, CI [-8.473, -4.34].
- **[Employee Performance Appraisal=2.6]:** (B =-4.193, Odds Ratio (SE)=0.015, Wald=17.907, p<.001, CI [-6.135, -2.251].
- **[Employee Performance Appraisal=2.7]:** (B =-4.378, Odds Ratio (SE)=0.0126, Wald=18.249, p<.001, CI [-6.386, -2.369].
- **[Employee Performance Appraisal=2.8]:** (B =-5.335, Odds Ratio (SE)=0.0048, Wald=20.408, p<.001, CI [-7.649, -3.02].
- **[Employee Performance Appraisal=2.9]:** (B =-4.57, Odds Ratio (SE)=0.0104, Wald=14.505, p<.001, CI [-6.922, -2.218].

The above results indicate that employees with a Performance Appraisal score (from 1.0 till 2.9 except 1.1, 1.7, 2.1) have significantly lower odds (50 %, 1.8%, 0.4.2%, 1.1%, 0.65%, 1.4%, 0.65%, 6.8%, 0.9%, 3.1%, 0.16%, 1.5%, 1.3%, 0.48%, 1%) of the odds for the reference group) of being in a higher category of Organizational Commitment (compared to the reference level for Performance Appraisal). In other words, a lower level of Performance Appraisal is significantly associated with a higher likelihood of being in the *lower* categories of Organizational Commitment.

- **[Employee Performance Appraisal=3.0]:** (B =-4.365, Odds Ratio (SE)=0.0127, Wald=26.141, p<.001, CI [-6.038, -2.691].
- **[Employee Performance Appraisal=3.1]:** (B =-3.694, Odds Ratio (SE)=0.025, Wald=13.238, p<.001, CI [-5.684, -1.704].
- **[Employee Performance Appraisal=3.2]:** (B =-4.043, Odds Ratio (SE)=0.0175, Wald=19.085, p<.001, CI [-5.856, -2.229].
- **[Employee Performance Appraisal=3.3]:** (B =-1.745, Odds Ratio (SE)=0.175, Wald=4.106, p=0.043, CI [-3.432, -0.057].

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- **[Employee Performance Appraisal=3.4]:** (B =-4.488, Odds Ratio (SE)=0.011, Wald=24.202, $p<.001$, CI [-6.277, -2.7].
- **[Employee Performance Appraisal=3.5]:** (B =-2.157, Odds Ratio (SE)=0.115, Wald=6.409, $p=0.011$, CI [-3.827, -0.487].
- **[Employee Performance Appraisal=3.6]:** (B =-3.603, Odds Ratio (SE)=0.027, Wald=15.569, $p<.001$, CI [-5.393, -1.813].
- **[Employee Performance Appraisal=3.7]:** (B =-2.643, Odds Ratio (SE)=0.071, Wald=9.351, $p=0.002$, CI [-4.337, -0.949].
- **[Employee Performance Appraisal=3.8]:** (B =-2.413, Odds Ratio (SE)=0.0895, Wald=9.303, $p=0.002$, CI [-3.963, -0.862].
- **[Employee Performance Appraisal=3.9]:** (B =-2.017, Odds Ratio (SE)=0.133, Wald=5.636, $p=0.018$, CI [-3.682, -0.352].
- **[Employee Performance Appraisal=4.1]:** (B =-3.137, Odds Ratio (SE)=0.043, Wald=9.11, $p=0.003$, CI [-5.173, -1.1].
- **[Employee Performance Appraisal=4.2]:** (B =-3.137, Odds Ratio (SE)=0.043, Wald=6.814, $p=0.009$, CI [-5.492, -0.782].
- **[Employee Performance Appraisal=4.3]:** (B =-2.186, Odds Ratio (SE)=0.1124, Wald=5.874, $p=0.015$, CI [-3.953, -0.418].
- **[Employee Performance Appraisal=4.7]:** (B =-1.855, Odds Ratio (SE)=0.156, Wald=5.201, $p=0.023$, CI [-3.449, -0.261].

The above results indicate that employees with a Performance Appraisal score (from 3.0 to 4.7, except 4.4, 4.5, 4.6) have significantly lower odds (1.3%, 2.5%, 1.7%, 1.1%, 1.2%, 2.7%, 7.1%, 8.9%, 13.3%, 4.3%, 11.2%, 15.6%) of the odds for the reference group) of being in a higher category of Organizational Commitment (compared to the reference level for Performance Appraisal). Thus, a higher level of Performance Appraisal is significantly associated with a higher likelihood of being in the lower categories of Organizational Commitment. It may be due to the complexity of the adopted performance appraisal process and standards.

The results of the ordinal logistic regression analysis indicate that both employee performance monitoring and appraisal are significant predictors of organizational commitment at certain levels (categories), with performance appraisal showing a stronger relationship in most levels (categories). The role of employee performance monitoring in predicting

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organizational commitment was supported in some categories (levels). The role of employee performance planning in predicting organizational commitment was not supported in most of the categories (levels). Very low and low appraisal scores are strongly linked to very low and low organizational commitment. Average and above-average appraisal scores are strongly linked to low organizational commitment, which may be due to the complexity of the adopted appraisal system.

5. Research Limitations

Several limitations were identified in this study:

1. **Self-reported Data:** The reliance on self-reported data may introduce biases, as participants may provide socially desirable responses rather than their genuine opinions. To mitigate this, anonymity was emphasized in the survey design, encouraging honest feedback. This approach aimed to create a safe environment for employees to express their genuine opinions.

2. **Cross-sectional Nature:** the study's cross-sectional design captures a snapshot of perceptions at a single point in time, limiting the ability to draw causal inferences. Longitudinal studies may be needed to assess changes over time and establish cause-and-effect relationships.

3. **The potential for low response rates** to the surveys, which could limit the study's validity and reliability. To address this issue, multiple follow-up reminders were sent to participants via email and organizational communication channels, encouraging their participation.

6. Recommendations

The practical recommendations are addressed to business organizations to improve their PMS and organizational commitment include: (1) Develop a structured appraisal feedback loops and recognition programs. (2) Improve the fairness and transparency of the appraisal process through standardized appraisal guidelines and awareness sessions for employees and raters. In addition to using appraisal satisfaction survey semiannually. (3) Focus on employee engagement practices, such as onboarding programs, mentorship programs, work-life balance and improving the working environment through promoting team bonding, workplace flexibility, and respecting cultural differences. (4) Providing additional training and calibration workshops for supervisors conducting

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performance monitoring include performance appraisal simulations and behavior-based observation checklists. (5) Align monitoring and appraisal practices across departments through establishing a standardized appraisal framework. (6) Use more bonding tools such as mentorship programs, regular one-on-one check-ins, and collaborative projects, to improve the affective and normative commitment of employees.

Academic recommendations which are addressed to scholars to focus on their future studies include: (1) Propose a unified model for the employee performance monitoring that balances accountability and tests its implications for normative commitment across various experience levels. (2) Conduct longitudinal studies investigating the long-term impact of structured performance appraisal system on employees' normative commitment. (3) Design a longitudinal research agenda to track how employee appraisal perceptions evolve across career stages, and how these shifts impact affective and normative commitment levels in the long term. (4) Develop and validate a framework that integrates cultural context, job context, and perceived fairness as predictors of normative commitment, especially in emerging markets. (5) Studying how specific feedback styles during performance appraisal influence emotional bonding.

7. Conclusion

A strong EPM helps everyone stay on the same page, feel more connected to the company's goals, and stay motivated to do their best. It also builds trust, encourages growth, and helps the company keep its best people. This study investigated the impact of Employee Performance Management Systems (EPM) on organizational commitment. The Employee Performance Management (EPM) was measured using three sub-scale areas: Employee Performance Planning, Monitoring and Appraisal. The literature revealed that (1) there is no universal process for performance management. Therefore, this study adopted three stages of performance management: performance planning, performance monitoring and follow-up, and performance appraisal. (2) Researchers found that for performance management to be effective, it must not only ensure accuracy and fairness but also foster alignment, motivation, and engagement within the workforce. (3) A well-designed system helps bridge the gap between individual performance and organizational goals. (4) Employees who feel valued and supported through effective performance management are more likely to stay with the organization. (5) With clear expectations and

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development plans, employees are more productive and perform better both in their tasks and in contributing to the overall workplace culture. (6) Employee performance planning connects individual roles with broader organizational goals, ensuring that everyone's efforts contribute directly to the company's success. (7) Performance monitoring ensures that individual efforts are aligned with the organization's overall objectives, which strengthens focus and strategic direction. (8) Performance monitoring promotes transparency, accountability, and a culture of continuous improvement across all levels. (9) Performance appraisal helps highlight what employees do well and where they need improvement, guiding support, feedback, recognition and development, reinforcing a performance-based culture. (10) Organizational commitment leads to better attendance and lower staff turnover, saving costs on recruitment and training. (11) Consistently engaged and loyal employees provide long-term stability to the organization. (12) Employees with emotional attachment to their organization (affective commitment) are more engaged, productive, and show higher job satisfaction and lower absenteeism. (13) Employees with high continuance commitment are less likely to leave due to perceived costs or lack of alternatives, helping organizations maintain workforce stability. (14) A sense of obligation (normative commitment) can lead to long-term employee retention, though it may not always boost motivation or enthusiasm.

The adopted approach was quantitative descriptive using a structured survey based on previously used scale for the organizational commitment (Mayer et al) and mix of previous surveys for EPM based on the system thinking approach. Sampling techniques adopted was purposive and snowballing. The sample size is 346. Non-parametric statistical analysis tests were used as the data are not normally distributed (Spearman, ordinal logistic regression, Mann-Whitney, Kruskal-Wallis). The survey structured using Google Forms enabled wide participation. All three sub-scales of EPM—planning, monitoring, and appraisal—and all three sub-scales of OC—affective, normative, and continuance—showed excellent reliability (Cronbach's Alpha > .90), strong convergent, and divergent validity.

Spearman correlation confirmed (1) a strong and significant positive relationship ($r = .680$) between overall Employee Performance Management (EPM) and Organizational Commitment (OC). (2) Performance monitoring and performance appraisal had strong to very

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strong positive correlations ($r = .721$) with affective, normative, and organizational commitment. (3) Continuance commitment showed moderate positive correlation ($r = 0.450$). (4) Performance planning showed no significant correlation with any of the commitment types ($P > .05$).

Ordinal logistic regression further supported that monitoring (1.0 to 4.4), and appraisal (1.0 to 4.7) were significant predictors of organizational commitment. Performance appraisal had the strongest predictive power across commitment levels, while planning had no significant effect. This highlights a need to reassess the role and clarity of performance planning in current organizational systems. The research ended with number of practical and theoretical recommendations.

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