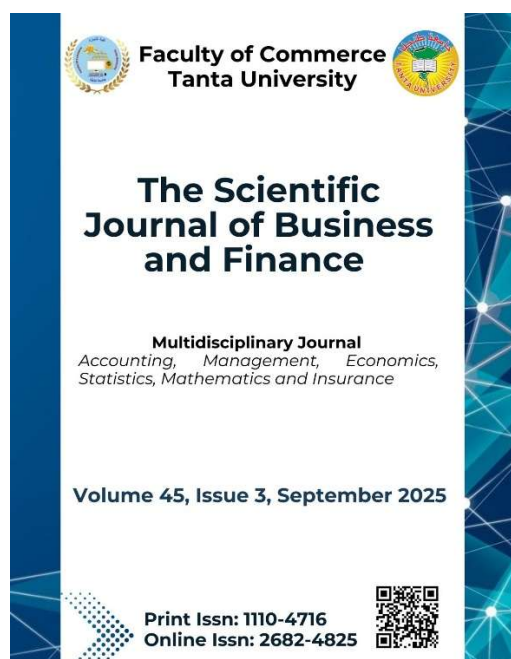




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Comparative Study of Employee Performance Management and Organizational Commitment: The Role of Employee Contextual Factors

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Comparative Study of Employee Performance Management and Organizational Commitment: The Role of Employee Contextual Factors

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Abstract

Business sustainability is a strategic goal for almost every organization nowadays. It requires number of distinctive competencies. Human Resources competencies and performance are prominent for the overall organizational performance. Therefore, managing employee performance and commitment are critical. This study aims to answer the following questions using a quantitative comparative approach: (1) Does the employee perception of the employee performance management practices (planning, monitoring and appraisal) differ based on job type, experience, department, industry, and company size? (2) Does the level of the organizational commitment (affective, normative, continuance) differ based on job type, experience, department, industry, and company size? The main study objectives are to: (1) Conduct a literature review of employee performance management (EPM), organizational commitment, and the influence of the contextual factors. (3) Develop a survey instrument. (4) Conduct group difference statistical analysis (Kruskal Wallis and Man-Whitney) using SPSS 30.0. (5) Interpret the statistical results and develop recommendations for improving EPM and strengthening organizational commitments in the addressed groups. Sample size is 346. The statistical analysis results revealed significant differences among most of the addressed groups. Therefore, adjusting employee performance management practices in organizations to cope with these differences is highly recommended for organizations. Conducting longitudinal studies is among the suggested topics for future research. The study sheds light on the importance of structuring customized employee performance management system and organizational commitment practices based on the industry nature and company size. It should be equipped with variety of tools and practices matching the difference in job type, department and experience.

Keywords : Employee performance management; organizational commitment;- employee contextual factors.

1. Introduction

Business sustainability is a strategic goal for almost every organization nowadays. They are either aiming at sustaining growth or profit or market position. Such sustainability is subject of maintaining their distinctive competencies in information, financial, technological, and operational resources, including human resources. Human resources competencies and performance are prominent for the overall organizational performance. Therefore, managing employee performance and commitment are critical. Setting clear objectives with the employee, monitoring his/her performance with constructive feedback, and conducting fair appraisal using structured processes as well as developing bonds to retain the employee are crucial. Transparency in the performance assessment process positively influences the relationship between performance assessment and employee performance (Al Thawadi & Hadi, 2024).

The diversity of the manpower; gender, age, education, experience tenure, culture and others create lots of challenges in managing such resource. Thus, some concerns are raised; can organizations adopt the same employee performance management practices (planning, monitoring, and appraisal) across different groups of age, gender, experience and despite of the industry type and organization size? Shall the organization apply standard set of techniques to bond the employees and guarantee similar levels of organizational commitment across these groups?

These concerns resulted in formulating the following questions that this research aims to answer using a quantitative comparative approach: (1) Does the employee perception of the employee performance management practices (planning, monitoring and appraisal) differ based on job type, experience, department, industry, and company size? (2) Does the level of the organizational commitment (affective, normative, continuance) differ based on job type, experience, department, industry, and company size?

The main study objectives are to: (1) Conduct a literature review of employee performance management (EPM), organizational commitment, and the influence of the contextual factors. (3) Develop a survey instrument. (4) Conduct group difference statistical analysis. (5) Interpret the statistical results and develop recommendations for improving EPM and strengthening organizational commitments in the addressed groups.

This study will shed light on the importance of structuring customized employee performance management system and organizational commitment practices based on differences in the employee contextual factors.

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

2. Literature Review

2.1 Performance Management and Contextual Factors

Performance management is described as “the wide variety of activities, policies, procedures, and interventions designed to help employees to improve their performance” (DeNisi & Murphy, 2017, p. 421). Performance management refers to “a continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning

performance with the strategic goals of the organization” (Aguinis, 2014, p. 2). PMS Effectiveness is defined as “a combined effect of performance management system accuracy and performance management system perceived fairness” (Awan *et al.*, 2020, p. 2). The continuous and integrated nature of the performance management process is highly emphasized.

The objectives of performance management system are to improve the development of individual’s skills, motivate performance, construct culture performance, determine individual promotion, reduce individual poor performance, and support in implementing business strategies (Eli Suherli *et al.*, 2019). It involves performance planning, performance appraisals and reviews, ongoing feedback, performance development plans, and recognition (Lilian *et al.*, 2023). The performance management (PM) process could be structured into six stages: performance planning, performance observation, performance assessment, performance feedback, recognition and corrective measures, and employee/career/organizational capability development

(Khan & Ukpere, 2014). An effective performance management system implementation process emphasizes that employees enthusiastically accept and effectively involve in the goal-setting process (Awan *et al.*, 2020).

Performance management System (PMS) has a remarkable influence on employee productivity in the Consumer Food Products Ltd (Santi & Rahim, 2021). Gaps were found at a South African Government Organization in understanding how to use the electronic performance management system, compliance to performance management policy, timelines, and feedback from management with a lack of training initiatives (Khan & Ukpere, 2014). Organizations should develop an appropriate performance management system that will support the efficient accomplishment of strategic goals through defining the need for further training and development of their employees effectively (Taiwo & Omojaro, 2019). Balance Scorecard moderates the impact of performance management systems on employee performance at manufacturing companies (Eli Suherli *et al.*, 2019). A crucial impact of performance management system and work engagement on task and contextual performance of employees was indicated in the private Pakistani banks (Awan *et al.*, 2020). A comprehensive performance evaluation system must plan the frequency of assessments, the types of evaluations, and define roles and requisites for these assessments (Al Thawadi & Hadi, 2024). It has been emphasized that there is no universal process for performance management (Khan & Ukpere, 2014); however, an integrated adoption of different processes might illustrate 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 Management Processes: Planning, Monitoring and Appraisal

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 developing clear objectives, defining roles and responsibilities, and selecting metrics for evaluating performance and success. It involves

collaborative discussions between employees and managers to establish clear performance targets and development plans. The importance of setting clear expectations and targets against which employees are appraised is emphasized. Therefore, performance planning becomes a prerequisite for performance assessment (Al Thawadi & Hadi, 2024). Performance planning had indicated a statistically positive and significant effect on employee productivity in broadcast media outlets in Bungoma and Busia Counties, Kenya (Lilian *et al.*, 2023). Performance planning and performance review play a remarkable role in the relationship between performance assessment and employee performance (Al Thawadi & Hadi, 2024). The qualities of defining measurable individual goals for employees, performance appraisal, feedback, incentives are linked to performance, planning (Carol & Florah, 2019, p. 21). Integrating performance planning with the performance management system that will enable organizations to create a cohesive approach that enhances productivity, accountability, and overall performance (Aguinis, 2014). The iterative nature of performance planning and assessment fosters a culture of learning, ultimately contributing to organizational success (Perumal & Aithal, 2023). It ensures work engagement, effort investment, and employees' involvement to invest energy and enthusiasm into their roles, promoting a high level of performance productivity (Awan *et al.*, 2020; Carol & Florah, 2019).

Performance monitoring is defined as “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 internal employee monitoring and commitment have a positive impact on improving employee performance for governmental employees in Indonesia Laia *et al.* (2023). In contrast, effective monitoring has a positive but insignificant impact on employee performance (Rasulia *et al.*, 2025). The use of dashboard monitoring can facilitate monitoring and measuring the KPI of each employee (Gusnadi & Hermawan, 2020). Employees appraisals that prevail performance monitoring without any monetary recognition, have a negative influence on job satisfaction rates (Kampkötter, 2014). A growing reliance on employee monitoring and surveillance technologies in Punjab. It affects negatively employees' privacy, autonomy, and ethical boundaries

Bali *et al.* (2025). Employees with high levels of public service motivation are more tolerant of electronic performance management used for developmental purposes (Miao *et al.*, 2024). Leadership style moderates the relationship between employee monitoring and employee outcomes. It also found that unnecessary monitoring negatively impacts employee results, including job satisfaction, trust in leadership, and organizational commitment (Zvavahera & Hatabia, 2025). Structured performance monitoring can lead to improved job satisfaction, increased retention rates, and increased employee engagement and satisfaction, as employees feel appreciated for their performance (Baker & Erskine, 2018; Nguyen, 2022). Performance

monitoring enables organizations to identify and reward high performers, fostering a culture of excellence (Hristov & Chirico, 2020).

Performance appraisal is valuable for organizations. It is crucial for compensation, promotion, training policies and programs, analyzing strengths and weaknesses of employees and the future development programs (Thomas *et al.*, 2024). Appraisal of employees is important as it supports in identifying individual contribution towards accomplishment of organizational goals and the strength as well as the weakness of individual employees (Carol & Florah, 2019). Performance appraisal has a significant effect on the quality of work delivered by the employees. Its feedback system influences employee learning and development. It assists managers to motivate their subordinates (Taiwo & Omojaro, 2019). Performance appraisal is well aligned to identify strengths and weaknesses, support to develop objectives and to enhance employee performance (Kampkötter, 2014). Performance appraisal is defined as “the process through which managers ensure that employees’ operations and resultant outputs contribute significantly towards the organization’s goals” (Taiwo & Omojaro, 2019, p. 84). Performance appraisal is described as “the process of identifying, examining, measuring and growing performance of employee in the firm” (Carol & Florah, 2019, p. 23). Performance appraisal is described as “a methodical process of identifying, observing, measuring, recording and developing the job relevant strengths and weaknesses of employees” (Nnanna & Ugha, 2021, p. 237). It is also known as performance review. A performance review illustrates “a formal regulated assessment mechanism in which managers and key stakeholders evaluate an employee’s work performance, aiming to identify strengths and weaknesses, offer constructive feedback for skill development, and assist with goal setting” (Al Thawadi & Hadi, 2024, p. 525).

Performance appraisal results in a strong influence on employee’s performance at deemed universities (Thomas *et al.*, 2024). A strong positive correlation of both employee appraisal and employee’s performance feedback on employee productivity was emphasized at the State department of Labor (Carol & Florah, 2019). The relationship between performance assessment and employee performance can be enhanced with a comprehensive strategic performance management system (Al Thawadi & Hadi, 2024). Empowering leadership and perceived fairness as moderators have a vital role in strengthening the relationship with performance appraisal (Memon & Ghani, 2023). An effective appraisal system should be technology-driven to realize transparency and efficiency in the system, wide participation, enhanced productivity, appropriate monitoring of workers performance and improved workers satisfaction in the appraisal process (Nnanna & Ugha, 2021). Employee performance was assessed based on Analytical Network Process (ANP) and rating scale. ANP was employed to identify the criteria importance, the rating scale was used to analyze the results of the performance assessment (Septifani,*et al.*, 2020). Private sector employees revealed higher levels of satisfaction with their performance appraisals than those from the public sector in Portugal due to its usefulness and accuracy (Rodrigues,*et al.*, 2023).

2.1.2 Employee Performance and Contextual Factors

Different contextual factors can affect job performance; experience, individual characteristics, ability, personality, organizational culture and structure, industry type, leadership, organizational commitment, performance feedback, pay increase, job security, leader behavior, group process, motivation, job involvement, emotional intelligence and job satisfaction (Kappagoda, 2018). Performance management is influenced by employee factors, management factors, system factors, and performance measure factors (Khan & Ukpere, 2014). In public and private sectors, the relationship of performance appraisal with employee satisfaction was partially mediated by satisfaction of the planning process of the performance appraisal (Rodrigues *et al.*, 2023). Demographic factors like age and education showed slight positive correlation with employee performance in University of Abuja Nigeria. The university benefits from a well-educated and experienced workforce, improving gender balance, retaining newer staff, and leveraging academic expertise could enhance employee performance and contribute to a more productive university environment (Egbon-Charles *et al.*, 2025). Demographic factors such as age, education level, and work experience significantly affect employee performance in vocational education schools (Xia & Soonthonsmai, 2024). Three employee contextual factors were considered while investigating the impact of internal employee monitoring and commitment on enhancing employee performance for governmental employees in Indonesia: age, gender and length of working. (Laia *et al.*, 2023). Demographic factors have an impact on employee performance as moderators, but the exception for male gender is not higher than women in work motivation on employee performance, while for work duration more than two years it is higher than less than two years in work motivation on employee performance in Indonesian telecommunication firms (Hanafi & Syah, 2021). Gender and organizational tenure do not reveal any moderating results in the relationship between organization citizenship behavior and employee performance (Huei *et al.*, 2014). Employee performance is improved through both direct and indirect effects of management support and individual's experiences on IT engagement (Lavianti *et al.*, 2025). Demographic factors were examined as moderating variables on the relationship between job stress and job satisfaction and the influence of job satisfaction on job performance was measured at a university. Remarkable results for administrative staff and lecturers are revealed in the relationship between the relationship between rewards and employee performance (Ratri & Wahjudono, 2021).

2.2 Organizational Commitment and Contextual Factors

2.2.1 Organizational Commitment

Organizational commitment is described as “*the mindset reflecting a desire, need, or obligation to maintain membership in an organization*” (Demars *et al.*, 2023). Commitment is addressed from attitudinal, behavioral or motivational perspective (Ananthanarayanan & Priyadarshini, 2018). The binding forces of the organizational commitment include affective commitment, normative commitment, and continuance commitment (Paul *et al.*, 2016; Meyer *et al.*, 2002). Affective commitment refers to emotional ties the employee constructs with the organization mainly through

positive work experiences (Noraazian & Khalip, 2016). Affective attachment allows employees to uphold the psychological contract with the organization so that they sustain their organizational commitment (Paul *et al.*, 2016). Affective commitment has been linked to a wide range of positive results in absenteeism, turnover, attrition, turnover intention, organizational behavior, organizational citizenship behavior and job performance (Ananthanarayanan & Priyadarshini, 2018; Noraazian & Khalip, 2016; Demars *et al.*, 2023). Normative Commitment is the behavior of the employee to stick to the current organization even if they feel they are not happy with the current job (Paul, Bamel, & Garg, 2016). Continuance Commitment can be outlined when the employee compares the pros and cons of leaving the organization (Paul *et al.*, 2016). Normative commitment is a function of personal characteristics, socialization experiences, and organizational investments.

It influences employee health and well-being (Noraazian & Khalip, 2016). These experiences could take the form of positive onboarding experience and previous raise negotiation (Demars *et al.*, 2023). Continuance commitment explains an employee's perception of the potential risk and costs associated with leaving the current organization (Oyewobi *et al.*, 2019). Employees with this commitment to the organization which is function of the costs associated with leaving (e.g., salary reduction, loss of seniority, or a sense of obligation) tend to express behaviors different from those with high emotional attachment (Demars *et al.*, 2023). It affects on-the-job behavior, attendance, and organization citizenship (Noraazian & Khalip, 2016).

Most of the studies addressed the influence of organizational commitment on performance either directly or indirectly. The mediating role of organizational commitment on organizational alignment and employee performance is confirmed (Muhtar & Wahyuni, 2023). It is confirmed that commitment and work culture influence work performance (Pradipto & Chairiyati, 2021). The relationship between organizational commitment and employee performance is positive and strong (37.2%) in project organization (Susilowati & Azis, 2020). 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). Personality and organizational commitment have a strong positive relationship with organizational culture and employee performance (Arifina *et al.*, 2019). Several researchers have evidence that affective commitment is a driver of organizational performance (Oyewobi *et al.*, 2019). Committed employees sacrifice their personal requirements to achieve organizational goals during turbulent times (Pradhan & Jena, 2016).

2.2.2 Organizational Commitment and Contextual Factors

Organizational commitment has been investigated in relation to the employee contextual factors. The impact of age, hierarchical levels, and gender on the relationship between career anchors and organizational commitment have been investigated at information technology companies in India (Ananthanarayanan & Priyadarshini, 2018). The results revealed that all the career anchors of women are positively correlated with all commitment types. Junior-level Gen Y IT employees who have general managerial career anchors tend to have more loyalty toward the organization (high on continuance and normative commitment). GenY IT employees with entrepreneurial creativity career

anchors express high continuance commitment. Organizational commitment mediates the impact of work–life balance on organizational performance of female construction professionals in the Nigerian construction industry (Oyewobi *et al.*, 2019). There are strong intercorrelations amongst affective, normative and continuance commitments as well as amongst organizational commitment, individual differences (age, gender and social ranking) and turnover intentions for Islamic Bank employees from three Arab countries (Serhan *et al.*, 2021). It is highlighted that the relationship between “organizational commitment” and “turnover intentions” is stronger (1) for young employees than for aged ones, (2) for females than for males, (3) for employees who belong to the lower social class than those who belong to the upper social class, and (4) for employees working in successful organizations than those who work in organizations facing difficulties. Results revealed that living in Pennsylvania, having years at current organization, being a registered cardiac sonographer, and being unmarried had a statistically significant impact on the variance in sonographers’ organizational commitment scores (Demars *et al.*, 2023).

3. Methodology

This study adopts a quantitative descriptive research approach. 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. Quantitative research is particularly suitable for this study as it provides a structured framework for analysing the differences across groups in their perception of the employee performance management and their level of organizational commitment. The survey starts with five questions related to employee contextual factors: experience, job type, department, industry type, and organization size.

Organizational commitment will be assessed using the revised version of the three-component model (TCM) questionnaire developed by Meyer and his team (Al-Haroon & Al-Qahtani, 2020): affective, continuance, and normative commitment. A scale has been developed to measure the employee performance management consists of three sub-scales: employee performance planning, monitoring, and appraisal. This PM scale is developed based on previous surveys (Department of Public Service and Administration, 2021; Walsh, 2003; HR Survey, 2025; Koopmans *et al.*, 2014). 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 adopted 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.). 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 moderately strong mean inter-item correlation (.479, .726, and .682, respectively). All three sub-scales of the organizational commitment demonstrated excellent internal consistency 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.

Data analysis was conducted using statistical software (IBM SPSS Version 30). Frequency analysis provided an initial overview of the data. Non-parametric tests were used as the data is not normally distributed. The most prevalent non-parametric tests to examine the differences between discrete groups are the Mann-Whitney U test for two groups and the Kruskal-Wallis test for more than two groups. They are used as the dependent variable is ordinal (employee performance management, organizational commitment, and their subscales). The independent variable is nominal (experience range, company size, job type, industry, and department).

4. Discussion: Analysis and Results

Statistical analysis was conducted to describe the sample and to examine the differences between discrete groups; the dependent variable is ordinal (employee performance management construct, organizational commitment construct, and their subscales) and the independent variable is nominal (experience range, company size, job type, industry, and department). 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.

4.1 Frequency Analysis

A sample of 346 employees answered the online questionnaire via Google Forms. 50.9% of the sample are of 1-5 years of experience, 13.9% of 5-10 years of experience, 9.8% of 10-15 years of experience, and 25.4% of above 15 years of experience. 56.9% of the sample work in technical jobs, while 43.1% are in non-technical (administrative) jobs. 20.8% of the sample work in the HR department, 26.3% in the accounting and finance department, 4.9% in the procurement department, 5.8% in the marketing and sales department, and 25.4% in other departments. 19.9% of the respondents are from banking and financial services industries, 14.7% from higher education, 11.6% from pharma, 11.8% from healthcare (medical), 5.5% from tourism, 7.2% from energy, chemicals, oil, and gas, and 29.2% from other industries. 18.8% work in small organizations (less

than 50 employees), 34.1% work in medium organizations (less than 500 employees), and 47.1% work in large organizations (more than 500 employees).

4.2 Group Difference Analysis

This section shall present and interpret the results of the group differences using Mann-Whitney test for the two groups of the job type (technical and non-technical) and Kruskal-Wallis test for three groups and more of experience tenure, department, organization size, and industry type.

4.2.1 Job Type Differences

Table1. Mann-Whitney Test- Job Type Rank

	PM	PP	PMo	PA	AC	CC	NC	OC
Mann-Whitney U	11316.5	13664.5	11497.0	11814.5	12169.5	13311.0	12190.5	12237.0
Wilcoxon W	30819.500	33167.5	31000.0	31317.5	31672.5	32814.0	31693.5	31740.0
Z	-3.651	-1.102	-3.456	-3.111	-2.733	-1.486	-2.706	-2.650
Asymp. Sig. (2-tailed)	<.001	.270	<.001	.002	.006	.137	.007	.008

A Mann-Whitney Test indicated that Employee Performance Management in the “Non-technical (Administrative)” group (n=149, Md= 196.05) was statistically significantly higher than the “Technical” group (n=197, Md=156.44) with (U = 11316.5, p = <.001). Tests result in rejecting the related null hypotheses.

Employee Performance Monitoring in the “Non-technical (Administrative)” group (n=149, Md= 194.84) was statistically significantly higher than the “Technical” group (n=197, Md=157.36) with (U = 11497.0, p = <.001). Tests result in rejecting the related null hypotheses.

Employee Performance Appraisal in the “Non-technical (Administrative)” group (n=149, Md= 192.71) was statistically significantly higher than the “Technical” group (n=197, Md=158.97) with (U = 11814.5, p = .002). Tests result in rejecting the related null hypotheses.

Affective Commitment in the “Non-technical (Administrative)” group (n=149, Md= 190.33) was statistically significantly higher than the “Technical” group (n=197, Md=160.77) with (U = 12169.5, p = .006). Tests result in rejecting the related null hypotheses.

Normative Commitment in the “Non-technical (Administrative)” group (n=149, Md= 190.18) was statistically significantly higher than the “Technical” group (n=197, Md=160.88) with (U = 12190.5, p = .007). Tests result in rejecting the related null hypotheses.

Organizational Commitment in the “Non-technical (Administrative)” group (n=149, Md= 189.87) was statistically significantly higher than the “Technical” group (n=197, Md=161.12) with (U = 12237.0, p = .008). Tests result in rejecting the related null hypotheses.

A Mann-Whitney Test revealed there is an insignificant difference in the Employee Performance Planning and Continuance Commitment between the “Non-technical (Administrative)” group and the “Technical” group (p > .05, p = .27, and .137, respectively). Tests result in retaining the related null hypotheses.

4.2.2 Experience Differences

Table 2. Kruskal-Wallis Test- Experience Ranks

	PM	PP	PMo	PA	AC	CC	NC	OC
Kruskal-Wallis H	10.533	8.616	7.719	7.809	16.272	7.587	7.841	11.690
df	3	3	3	3	3	3	3	3
Asymp. Sig.	.015	.035	.052	.050	<.001	.055	.049	.009

A Kruskal-Wallis H test indicated a statistically significant difference in Employee Performance Management between the different experience groups, $\chi^2(3) = 10.533$, $p = .015$, resulting in rejecting the null hypothesis. The “10-15 years” group ($n=34$) recorded a higher median rank score ($Md = 200.59$) along with the “Above 15 years” group ($n=88$, $Md = 195.36$) than the other two experience groups “5-10 years” group ($n=48$, $Md=166.58$) and “1-5 years” group ($n=176$, $Md=159.22$) respectively.

A statistically significant difference in Employee Performance Planning between the different experience groups has been revealed, $\chi^2(3) = 8.616$, $p = .035$, resulting in rejecting the null hypothesis. The “5-10 years” group ($n=48$) recorded a higher median rank score ($Md = 198.53$) than the other three experience groups, the “Above 15 years” group ($n=88$, $Md = 185.42$), “10-15 years” group ($n=34$, $Md = 184.37$), and “1-5 years” group ($n=176$, $Md=158.61$) respectively.

A statistically significant difference in Affective Commitment between the different experience groups has been revealed, $\chi^2(3) = 16.272$, $p = <.001$, resulting in rejecting the null hypothesis. The “Above 15 years” group ($n=88$) recorded a higher median rank score ($Md = 204.19$) than the other three experience groups, “10-15 years” group ($n=34$, $Md = 198.82$), and “1-5 years” group ($n=176$, $Md=157.65$), and the “5-10 years” group ($n=88$, $Md = 157.40$), respectively.

A statistically significant difference in Normative Commitment between the different experience groups has been revealed, $\chi^2(3) = 7.841$, $p = .049$, resulting in rejecting the null hypothesis. The “10-15 years” group ($n=34$) recorded a higher median rank score ($Md = 206.66$) than the other three experience groups, “Above15 years” group ($n=88$, $Md = 185.52$), “the “5-10 years” group ($n=48$, $Md = 174.14$), and 1-5 years” group ($n=176$, $Md=160.91$) respectively.

A statistically significant difference in Organizational Commitment between the different experience groups has been revealed, $\chi^2(3) = 11.690$, $p = .009$, resulting in rejecting the null hypothesis. The “10-15 years” group ($n=34$) recorded a higher median rank score ($Md = 198.21$) than the other three experience groups, “Above15 years” group ($n=88$, $Md = 198.06$), “the “5-10 years” group ($n=48$, $Md = 166.76$), and 1-5 years” group ($n=176$, $Md=158.29$) respectively.

A statistically insignificant difference in Employee Performance Monitoring has been revealed, Employee Performance Appraisal, and Continuance Commitment between the different experience groups ($p >.05$), $P = .052$, $.050$, and $.055$, respectively.

4.2.3 Department Differences

Table. 3 Kruskal-Wallis Test- Department Ranks

	PM	PP	PMo	PA	AC	CC	NC	OC
Kruskal-Wallis H	19.398	9.181	19.354	18.108	14.016	9.393	8.987	9.193
df	5	5	5	5	5	5	5	5
Asymp. Sig.	.002	.102	.002	.003	.016	.094	.110	.102

A Kruskal-Wallis H test indicated a statistically significant difference in Employee Performance Management between the different department groups, $\chi^2(5) = 19.398$, $p = .002$, resulting in rejecting the null hypothesis. The “Marketing & Sales” group ($n=20$) recorded a higher median rank score ($Md = 230.23$) than the other five department groups, “Others” group ($n=88$, $Md=189.81$), “Operations” group ($n=91$, $Md=183.12$), “Procurement” group ($n=17$, $Md=176.47$), Accounting and Finance” group ($n=57$, $Md= 152.26$), and “HR” group ($n=72$, $Md= 142.06$), respectively.

A statistically significant difference in Employee Performance Monitoring between the different department groups has been revealed, $\chi^2(5) = 19.398$, $p = .002$, resulting in rejecting the null hypothesis. The “Marketing & Sales” group ($n=20$) recorded a higher median rank score ($Md = 234.05$) than the other five department groups, Procurement” group ($n=17$, $Md=188.47$), “Others” group ($n=88$, $Md=187.06$), “Operations” group ($n=91$, $Md=182.09$), “Accounting and Finance” group ($n=57$, $Md= 151.45$), and “HR” group ($n=72$, $Md= 143.49$), respectively.

A statistically significant difference in Employee Performance Appraisal between the different department groups has been revealed, $\chi^2(5) = 18.108$, $p = .003$, resulting in rejecting the null hypothesis. The “Marketing & Sales” group ($n=20$) recorded a higher median rank score ($Md = 209.48$) than the other five department groups, Procurement” group ($n=17$, $Md=188.88$), “Others” group ($n=88$, $Md=188.56$), “Operations” group ($n=91$, $Md=188.37$), “Accounting and Finance” group ($n=57$, $Md= 153.89$), and “HR” group ($n=72$, $Md= 138.47$), respectively.

A significant difference in Affective Commitment between the different department groups has been revealed, $\chi^2(5) = 14.016$, $p = .016$, resulting in rejecting the null hypothesis. The “Marketing & Sales” group ($n=20$) recorded a higher median rank score ($Md = 202.28$) than the other five department groups, Procurement” group ($n=17$, $Md=199.24$), “Others” group ($n=88$, $Md=186.92$), “Operations” group ($n=91$, $Md=181.80$), “Accounting and Finance” group ($n=57$, $Md= 165.34$), and “HR” group ($n=72$, $Md= 139.10$), respectively.

A Kruskal-Wallis H test indicated a statistically insignificant difference in Normative Commitment, Organization Commitment, Performance Planning, and Continuance Commitment between the different department groups ($p > .05$), $P = .110$, $.102$, $.102$, and $.094$, respectively. Tests result in retaining the related null hypothesis.

4.2.4 Industry Differences

Table. 4 Kruskal-Wallis Test- Industry Ranks

	PM	PP	PMo	PA	AC	CC	NC	OC
Kruskal-Wallis H	32.852	14.479	40.437	37.523	33.971	30.438	35.743	32.420
Df	6	6	6	6	6	6	6	6
Asymp. Sig.	<.001	.025	<.001	<.001	<.001	<.001	<.001	<.001

A Kruskal-Wallis H test indicated a statistically significant difference in Employee Performance Management between the different industries, $\chi^2(6) = 32.852$, $p = <.001$, resulting in rejecting the null hypothesis. The “Tourism” group ($n=19$) recorded a higher median rank score ($Md = 221.18$) than the other six industries, “Others” group ($n=101$, $Md=205.78$), “Higher Education” group ($n=51$, $Md= 185.16$), “Energy, Oil, Gas & Chemicals” group ($n=25$, $Md=169.54$), “Medical” group ($n=41$, $Md= 162.30$), “Banking and Financial Services” group ($n=69$, $Md= 140.09$), and “Pharma” group ($n=40$, $Md= 126.05$), respectively.

A statistically significant difference in Employee Performance Planning between the different industries has been revealed, $\chi^2(6) = 14.479$, $p = .025$, resulting in rejecting the null hypothesis. The “Pharma” group ($n=40$), recorded a higher median rank score ($Md = 222.59$) than the other six industries, “Others” group ($n=101$, $Md=174.49$), “Medical” group ($n=41$, $Md= 174.18$), “Tourism” group ($n=19$, $Md= 171.42$), “Banking and Financial Services” group ($n=69$, $Md= 169.71$), “Energy, Oil, Gas & Chemicals” group ($n=25$, $Md=160.42$), “Higher Education” group ($n=51$, $Md= 144.80$), respectively.

A statistically significant difference in Employee Performance Monitoring between the different industries has been revealed, $\chi^2(6) = 40.437$, $p = <.001$, resulting in rejecting the null hypothesis. The “Tourism” group ($n=19$) recorded a higher median rank score ($Md = 234.95$) than the other six industries, “Others” group ($n=101$, $Md=204.29$), “Higher Education” group ($n=51$, $Md= 198.30$), “Energy, Oil, Gas & Chemicals” group ($n=25$, $Md=161.44$), “Medical” group ($n=41$, $Md= 154.93$), “Banking and Financial Services” group ($n=69$, $Md= 136.22$), and “Pharma” group ($n=40$, $Md= 125.84$), respectively.

A statistically significant difference in Employee Performance Appraisal between the different industries has been revealed, $\chi^2(6) = 37.523$, $p = <.001$, resulting in rejecting the null hypothesis. The “Tourism” group ($n=19$) recorded a higher median rank score ($Md = 224.84$) than the other six industries, “Others” group ($n=101$, $Md=206.01$), “Higher Education” group ($n=51$, $Md= 185.73$), “Medical” group ($n=41$, $Md= 170.11$), “Energy, Oil, Gas & Chemicals” group ($n=25$, $Md=167.10$), “Banking and Financial Services” group ($n=69$, $Md= 140.54$), and “Pharma” group ($n=40$, $Md= 115.76$), respectively.

A significant difference in Affective Commitment between the different industries has been revealed, $\chi^2(6) = 33.971$, $p = <.001$, resulting in rejecting the null hypothesis. The “Energy, Oil, Gas & Chemicals” group ($n=25$) recorded a higher median rank score ($Md = 203.54$) than the other six industries, “Others” group ($n=101$, $Md=200.29$), “Higher Education” group ($n=51$, $Md= 199.66$), “Tourism” group ($n=19$, $Md= 195.76$), “Medical” group ($n=41$, $Md= 145.09$), “Banking

and Financial Services” group (n=69, Md= 145.00), and “Pharma” group (n=40, Md= 121.45), respectively.

A statistically significant difference in Continuance Commitment between the different industries has been revealed, $\chi^2(6) = 30.438$, $p = <.001$, resulting in rejecting the null hypothesis. The “Tourism” group (n=19) recorded a higher median rank score (Md = 228.95) than the other six industries, The “Energy, Oil, Gas & Chemicals” group (n=25, Md = 211.46) “Others” group (n=101, Md=184.88), “Higher Education” group (n=51, Md= 181.75), “Banking and Financial Services” group (n=69, Md= 167.63), “Medical” group (n=41, Md= 162.55), and “Pharma” group (n=40, Md= 105.55), respectively.

A statistically significant difference in Normative Commitment between the different industries has been revealed, $\chi^2(6) = 35.743$, $p = <.001$, resulting in rejecting the null hypothesis. The “Higher Education” group (n=51) recorded a higher median rank score (Md = 209.68) than the other six industries, The tourism” group (n=19, Md=207.66), the “Others” group (n=101, Md=196.93), the “Energy, Oil, Gas & Chemicals” group (n=25, Md = 176.08), “Medical” group (n=41, Md= 161.98), “Banking and Financial Services” group (n=69, Md= 143.91), and “Pharma” group (n=40, Md= 113.25), respectively.

A statistically significant difference in Organizational Commitment between the different industries has been revealed, $\chi^2(6) = 32.420$, $p = <.001$, resulting in rejecting the null hypothesis. The “Tourism” group (n=19) recorded a higher median rank score (Md = 212.47) than the other six industries, The “Energy, Oil, Gas & Chemicals” group (n=25, Md = 200.66) “Others” group (n=101, Md=194.22), “Higher Education” group (n=51, Md= 198.19), “Medical” group (n=41, Md= 154.90), “Banking and Financial Services” group (n=69, Md= 151.37), and “Pharma” group (n=40, Md= 111.45), respectively.

4.2.5 Company Size Differences

Table. 5 Kruskal-Wallis Test- Company Size Ranks

	PM	PP	PMo	PA	AC	CC	NC	OC
Kruskal-Wallis H	2.784	7.372	1.843	4.645	7.023	.737	12.577	4.541
Df	2	2	2	2	2	2	2	2
Asymp. Sig.	.249	.025	.398	.098	.030	.692	.002	.103

A Kruskal-Wallis H test indicated a statistically significant difference in Employee Performance Planning between the different company size groups, $\chi^2(2) = 7.372$, $p = .025$, resulting in rejecting the null hypothesis. The “Large Size” Group (More than 500 employees), (n=163) recorded a higher median rank score (Md = 181.99) than the other two company size groups “Medium Size” group (Less than 500 employees), (n=118, Md=178.33) and “Small Size” group (less than 50 employees)” (n=65, Md=143.44) respectively.

A statistically significant difference in Affective Commitment between the different company size groups has been revealed, $\chi^2(2) = 7.023$, $p = .03$, resulting in rejecting the null hypothesis. The “Medium Size” group (Less than 500 employees), (n=118) recorded a higher median rank score (Md = 188.61) than the other two company size groups “Small Size” group (less than 50

employees)” (n=65, Md=183.45), and the “Large Size” Group (More than 500 employees), (n=163, Md=158.59), respectively.

A statistically significant difference in Normative Commitment between the different company size groups has been revealed, $\chi^2(2) = 12.577$, $p = .002$, resulting in rejecting the null hypothesis. The “Medium Size” group (Less than 500 employees)”, (n=118) recorded a higher median rank score (Md = 176.15) than the other two company size groups “Small Size” group (less than 50 employees)” (n=65, Md=176.15), and the “Large Size” Group (More than 500 employees), (n=163, Md=154.97), respectively.

Statistically insignificant differences in Continuance Commitment, Performance Monitoring, Performance Management, and Performance Appraisal between the different company size groups have been revealed ($p > .05$), $P = .692$, $.398$, $.249$, $.103$, and $.098$, respectively. Tests result in retaining the related null hypotheses.

5. Study Limitations

Several limitations were identified in this study; (1) 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. 346 valid responses were collected (2) The self-reported data by respondents may results in biases, as participants may provide socially preferable responses rather than their genuine opinions. To mitigate this, anonymity was emphasized in the survey design, encouraging honest feedback. (3) The use of purposive and snowball sampling may result in biases, as individuals who are more engaged with performance management and organizational commitment practices may be more likely to participate. This could hinder the generalizability of the findings.

6. Study Recommendations

6.1 Practical Recommendations

They are addressed to business organizations to improve their PMS and organizational commitment; (1) Develop structured appraisal feedback loops and recognition programs, bonding tools and employee engagement practices such as mentorship programs, regular one-on-one check-ins, collaborative projects, purpose-based projects, open communication channels, onboarding and socialization programs especially targeting employees with 1–5 years of experience, in technical jobs, and in HR and Finance departments to improve their affective commitment. (2) Improve normative commitment through cultural tools such as storytelling, onboarding programs, behavioral modeling tools, role-playing workshops, and more bonding tools such as corporate social responsibility (CSR) involvement, peer-to-peer appreciation systems, and cultural alignment workshops for employees with 10–15 years of experience to mentor younger employees and transfer loyalty attitudes. (3) Medium-sized companies (50–500 employees) shall maintain and expand their affective and normative commitment initiatives through transparent leadership communication, value-based rewards system, team building & social events and employee engagement surveys. (4) Improve the fairness and transparency of the appraisal process through

standardized appraisal guidelines and awareness sessions for employees and raters at all levels. (5) Integrate onboarding enhancements for clear goal setting and performance expectations during induction for less than 5 years of experience to standardize planning processes and individual development plans (IDPs) to align personal growth with organizational objectives. (6) Improve performance appraisal practices in low-ranking departments, redesign appraisal formats in HR and Finance to be more participative and outcome-focused, structured, coaching-oriented feedback. (7) Align the monitoring and appraisal practices across departments through establishing a standardized appraisal framework by defining core competencies and rating scales for all roles and by implementing a centralized performance management system, particularly ensuring that HR and finance departments. (8) Enhance the working environment conditions by upgrading tracking and observation tools such as behaviorally anchored rating scales (BARS) within performance monitoring systems, such as implementing digital dashboards, real-time feedback apps, and supervisor coaching protocols, especially in departments and industries where performance monitoring scored lower than planning. (9) Enhance the working environment conditions through feedback-responsive monitoring systems, particularly in Banking and Pharma industries. (10) Develop a comprehensive EPM framework that integrates all aspects of performance management, ensuring alignment with organizational goals and employee development.

6.2 Academic Recommendations

They are addressed to scholars to focus on their future studies; (1) Investigate the affective commitment in technical jobs in longitude studies. (2) Construct a model for developing affective commitment in technical jobs. (3) Design specific metrics and KPIs to assess affective commitment in technical versus non-technical jobs. (4) Propose a unified model of performance monitoring that balances accountability and tests its implications for normative commitment across various experience levels. (5) Extend the three components model of the organizational commitment by integrating role-specific or demographic moderators. (6) Investigate the cultural and structural variables that may influence the divergent responses to performance appraisal in large versus small organizations, with a focus on their impact on normative commitment. (7) Develop and validate a framework that integrates cultural context, job function (technical vs. administrative), and perceived fairness as predictors of normative commitment, especially in emerging markets.

7. Conclusion

Managing both employee performance and commitment is critical. Setting clear objectives with the employee, monitoring his/her performance with constructive feedback, and conducting fair appraisal using structured processes as well as developing bonds to retain the employee are crucial. The diversity of the manpower; gender, age, education, experience tenure, culture and others create lots of challenges in managing such resource.

These concerns resulted in formulating the following questions that this research aims to answer using a quantitative comparative approach: (1) Does the employee perception of the employee performance management practices (planning, monitoring and appraisal) differ based on job type, experience, department, industry, and company size? (2) Does the level of the organizational commitment (affective, normative, continuance) differ based on job type, experience, department, industry, and company size?

Literature review revealed that employee contextual factors positively impact employee performance and individual PM practices, while this study addressed their impact on the three stages of employee PM: planning, monitoring and appraisal. Similarly, some studies addressed their (job type, experience, department, industry, and company size) impact on the overall organizational commitment; while this study focusing on their impact on both overall organization commitment and all its components; affective, normative, and continuance.

A Mann-Whitney Test indicated; (1) Employee Performance Management, Performance Monitoring, Employee Performance Appraisal, Affective Commitment, Normative Commitment, and Organizational Commitment in the “Non-technical (Administrative)” group was statistically significantly higher than the “Technical” group, resulting in rejecting the related null hypotheses. (2) An insignificant difference in the Employee Performance Planning and Continuance Commitment between the “Non-technical (Administrative)” group and the “Technical” group, resulting in retaining the related null hypotheses.

A Kruskal-Wallis H test indicated; (1) a statistically significant difference in Employee Performance Management, Employee Performance Planning, Affective Commitment, Normative Commitment, and Organizational Commitment between the different experience groups, resulting in rejecting the null hypothesis. (2) a statistically insignificant difference in Employee Performance Monitoring, Employee Performance Appraisal, and Continuance Commitment between the different experience groups. (3) a statistically significant difference in Employee Performance Management, Employee Performance Monitoring, Employee Performance Appraisal, and Affective Commitment between the different department groups, resulting in rejecting the null hypothesis. (4) a statistically insignificant difference in Normative Commitment, Organization Commitment, Performance Planning, and Continuance Commitment between the different experience groups, resulting in retaining the related null hypothesis. (5) a statistically significant difference in Employee Performance Management, Employee Performance Planning, Employee Performance Monitoring, Employee Performance Appraisal, Affective Commitment, Continuance Commitment, Normative Commitment, and Organizational Commitment between the different industries, resulting in rejecting the null hypothesis. (6) a statistically significant difference in Employee Performance Planning, Affective Commitment, and Normative Commitment between the different company size groups, resulting in rejecting the null hypothesis. (7) a statistically insignificant difference in Continuance Commitment, Performance Monitoring, Performance Management, and Performance Appraisal between the different company size groups ($p > .05$), resulting in retaining the related null hypotheses.

The study sheds light on the importance of structuring customized employee performance management system and organizational commitment practices based on the industry nature and company size. Considering the job type, department and experience tenure in designing and selecting a set of tools for employee performance planning, monitoring and appraisal tools within such structured system. Also, developing variety of bonding tools which align with the job type, nature of each department and experience tenure to improve the organizational commitment of all employees across the organization.

The study ends with practical recommendations that are addressed to business organizations to improve their PMS and organizational commitment and academic recommendations of future research areas that are addressed to scholars to focus.

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المستخلص

استدامة الأعمال هي هدف استراتيجي لكل منظمة تقريبًا في الوقت الحاضر. إنها تتطلب عددًا من الكفاءات المميزة. حيث تبرز أهمية كفاءات الموارد البشرية وأدائها في تأثيرهم على الأداء الكلي للمنظمة. لذلك، فإن إدارة أداء الموظفين والتزامهم أمر بالغ الأهمية. تهدف هذه الدراسة إلى الإجابة على الأسئلة التالية باستخدام منهج مقارنة كمي: (1) هل يختلف تصور الموظف لممارسات إدارة أداء الموظفين (التخطيط والمراقبة والتقييم) بناءً على نوع الوظيفة أو الخبرة أو القسم أو الصناعة أو حجم الشركة؟ (2) هل يختلف مستوى الالتزام التنظيمي (العاطفي والمعياري والاستمراري) بناءً على نوع الوظيفة أو الخبرة أو القسم أو الصناعة أو حجم الشركة؟ أهداف الدراسة الرئيسية هي: (1) إجراء مراجعة للأدبيات حول إدارة أداء الموظفين والالتزام التنظيمي وتأثير العوامل السياقية. (3) تطوير أداة استبيان. (4) إجراء تحليل إحصائي للاختلافات الجماعية (Kruskal Wallis و Man-Whitney) باستخدام برنامج التحليل الإحصائي SPSS 30.0. (5) تفسير النتائج الإحصائية ووضع توصيات لتحسين إدارة أداء الموظفين وتعزيز الالتزام التنظيمي في المجموعات المعنية. بلغ حجم العينة 346 مفردة. وقد أظهرت نتائج التحليل الإحصائي فروقًا جوهرية بين معظم الفئات المشمولة بالدراسة. لذلك، يُنصح بشدة بتعديل ممارسات إدارة الأداء في المؤسسات لمواكبة هذه الفروقات. ومن التوصيات إجراء دراسات طويلة في البحوث المستقبلية. تُسلط الدراسة الضوء على أهمية تصميم نظام مُخصّص لإدارة أداء الموظفين وممارسات الالتزام التنظيمي، بما يتناسب مع طبيعة القطاع وحجم الشركة. ويجب أن يُزوّد هذا النظام المُخصّص بمجموعة مُتنوّعة من الأدوات والممارسات تتناسب مع الاختلاف في طبيعة الوظيفة و الإدارة و سنوات الخبرة.

الكلمات المفتاحية: إدارة أداء الموظفين ؛ الالتزام التنظيمي ؛ العوامل السياقية.