



Employee Commitment and Organizational Performance in MKL Corporation: Basis for Action Plan

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Abstract—This study investigated the relationship between employee commitment and organizational performance in MKL Corporation with the goal of developing an action plan to improve company outcomes. The study was anchored on the premise that employee commitment plays a vital role in enhancing productivity, operational efficiency, and overall organizational success. A descriptive-correlational research design was employed, and data were collected from 47 respondents representing various departments within the company. The survey instrument measured three components of employee commitment—*affective, continuance, and normative*—as well as key indicators of organizational performance including productivity, efficiency, and employee retention. Results showed that the overall level of employee commitment was rated as high (mean = 3.20), with affective commitment scoring the highest. Organizational performance was perceived as generally positive (mean = 2.92), although efficiency received the lowest mean rating among the performance indicators. Pearson's correlation coefficient revealed a moderate positive relationship ($r = 0.58$) between employee commitment and organizational performance, indicating that higher levels of employee commitment are associated with better organizational outcomes. Based on these findings, the study proposed a comprehensive action plan focused on four major areas: (1) enhancing employee engagement through meaningful activities and open communication; (2) offering career growth and training opportunities; (3) improving operational efficiency through process improvements; and (4) implementing retention strategies that address employee needs and motivations. These interventions aim to build a more dedicated and high-performing workforce, enabling MKL Corporation to maintain a competitive advantage and sustain long-term growth.

Index Terms—Employee commitment, organizational performance, affective commitment, efficiency, retention strategies.

1. Introduction

Employee commitment has increasingly become a critical determinant of organizational success, particularly in manufacturing firms like MKL Corporation, a producer of pet products. Numerous studies (e.g., Meyer, 2019; Kim & Shin, 2021) affirm that committed employees foster operational efficiency, demonstrate lower absenteeism, and willingly exceed expectations—factors that contribute significantly to an organization's strategic objectives. In competitive and rapidly

changing industries, organizations depend heavily on a committed workforce to sustain quality, reduce waste, and drive innovation.

The globalized economic environment, shaped by technological advancements and increased competition, demands adaptive and highly motivated personnel across all levels of an organization (Burova et al., 2021; Grishunin et al., 2020). Within this context, organizational success is often predicated on employee loyalty, engagement, and performance.

In Asia, and particularly in the Philippines, cultural values such as loyalty, community, and family orientation play a pivotal role in shaping employee attitudes. Studies have shown that Filipino employees are typically highly engaged, regardless of demographic factors, and value open communication, recognition, and growth opportunities (Chen & Wen, 2021; Garcia & Cruz, 2022). In Batangas, where MKL Corporation operates, such cultural norms are especially pronounced and present a unique opportunity to harness employee commitment for long-term success.

The study builds upon these foundations to examine the relationship between employee commitment—specifically affective, continuance, and normative dimensions—and organizational performance indicators such as productivity, efficiency, and employee retention. The insights gained serve as the basis for a strategic action plan aimed at fostering a high-commitment workforce to support MKL Corporation's growth and sustainability in the competitive pet product manufacturing industry.

2. Literature Review

A. Employee Commitment

Employee commitment is widely recognized as a crucial factor influencing organizational performance, productivity, and employee retention. According to Wardak and Behgam (2021), a strong commitment from employees contributes to increased productivity and overall organizational success. Organizational commitment encompasses identification with company goals, engagement in achieving them, and the desire to remain part of the firm (Supriadi et al., 2020; Sahni, 2019).

Reza (2019) emphasized that employee commitment reduces

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turnover and enhances job performance, with HR strategies playing a critical role. Providing competitive salaries, career development programs, and performance feedback can strengthen commitment. Similarly, Aziz *et al.* (2021) found that job satisfaction is positively correlated with organizational commitment, particularly when employees experience role clarity, empowerment, and stability.

Qamaruddin *et al.* (2020) further linked leadership and adversity quotient (AQ) to higher commitment, suggesting that strong leadership fosters employee resilience and dedication. Ikhwan and Wahyuni (2022) reinforced the view that human resource development is vital in adapting employees to changing organizational needs and enhancing their commitment.

Job satisfaction is another essential factor, defined by Gardi (2021) as an employee's sense of fulfillment with their job role. This satisfaction—both emotional and cognitive—greatly affects motivation and long-term engagement (Top & Ali, 2021; Othman *et al.*, 2019). Saleh *et al.* (2021) noted that fulfilling both material and emotional needs contributes to retention and performance.

Finally, work-life balance also mediates the relationship between satisfaction and commitment. Inegbedion (2024) argued that employees with better balance are more productive, less stressed, and more committed to organizational goals. These studies collectively highlight that employee commitment is a multifaceted construct, influenced by leadership, HR practices, job satisfaction, and personal well-being—factors central to the current study's focus at MKL Corporation.

B. Organizational Performance

Organizational performance is a multidimensional construct influenced by knowledge management, leadership, employee commitment, and workplace culture. Antunes and Pinheiro (2020) highlighted the role of organizational memory—derived from learning and experience—as essential for improving decision-making, efficiency, and long-term performance. This aligns with the findings of López-Torres *et al.* (2019) and Shahzad *et al.* (2020), who concluded that knowledge acquisition supports sustainability and innovation in manufacturing industries, contributing to enhanced corporate performance over time.

Employee involvement in decision-making is another key driver of performance. Nwankwo, Orga, and Ugwu (2019) emphasized that organizational outcomes improve when employees are engaged and committed, as this reduces absenteeism, lateness, and turnover. Ulabor and Bosede (2019) reinforced this view, noting that organizations struggling to retain competent employees often experience diminished performance.

Organizational commitment, as defined by Sigler and Pearson (2020), is not only a driver of performance but also a measure of employee dedication during challenging times. They argued that genuine commitment—rooted in values and conscious choice—yields higher performance compared to compliance driven by external pressure.

Leadership and organizational culture also play significant

roles. Do and Mai (2020) identified evolving high-performance strategies as central to business success. Ezerdi and Durgun (2020) stressed that leadership traits affect performance outcomes through various mediators, while Pathirana *et al.* (2020) underscored the impact of a strong organizational culture. A bibliometric review by Iqbal *et al.* (2022) further revealed that the study of high-performance organizations (HPOs) has expanded globally, reflecting growing interest in performance enhancement frameworks.

Collectively, these studies suggest that improving organizational performance requires strategic investment in knowledge management, employee engagement, leadership development, and cultural alignment—all of which are relevant to MKL Corporation's context and support the development of its action plan.

3. Methodology

A. Research Design

This research design refers to the overall approach to integrating the different parts of the study coherently and logically, thereby ensuring an effective way to address the problem of the study. It constitutes the design for data collection, measurement, and analysis. This study employed a descriptive-correlational research design, which involves gathering primary information about the present condition. The descriptive correlational method is intended to determine the relationships between and among two or more variables (Roberts, 2021), and the method was used to collect data through a survey questionnaire and personal information. The researcher determined the relationships between employee commitment and MKL Corporation's organizational performance in this study.

The research was conducted at MKL Corporation, located in Brgy. Talaga, Tanauan Batangas, to determine the level of employee commitment and organizational performance. The study consisted of 15 from the sales department, 3 Section Heads, 2 supervisors, 7 employees from the admin department, and 20 employees from production—a total of 47 employees from the total 235 employees of MKL Corporation this year, 2024.

B. Research Locale

The research was conducted at MKL Corporation, located in Brgy Talaga, Tanauan Batangas, to determine the level of employee commitment and organizational performance in the organization. The study consisted of 47 employees from a total of 235 employees of MKL Corporation this year, 2024.

C. Population and Sampling

MKL Corporation consists of 47 employees who were the respondents to this study, which used random sampling to determine the level of employee commitment and organizational performance. The study will be conducted during this year 2024-2025.

D. Respondents of the Study

The study involved 47 employees from MKL Corporation,

Table 1
To determine the respondents' employee commitment, the following measures was used

Assigned Points	Numerical Ranges	Categorical Response	Verbal Interpretation
4	3.25- 4.00	Highly Committed	Very High
3	2.50 - 3.24	Committed	High
2	1.75 - 2.49	Slightly Committed	Low
1	1.00 - 1.74	Not Committed	Very Low

Table 2
To determine the respondents' organizational performance, the following measures was used

Assigned Points	Numerical Ranges	Categorical Responses	Verbal Interpretation
4	3.25- 4.00	Outstanding	Very High
3	2.50 - 3.24	Very Satisfactory	High
2	1.75 - 2.49	Satisfactory	Low
1	1.00 - 1.74	Needs Improvement	Very Low

12 from managerial positions, 15 from the sales department, and 20 from the production team. Respondents were selected through random sampling to ensure fair representation across different functional areas. The data collection process was carefully planned and coordinated to avoid disruption to regular operations, ensuring that participation in the survey did not interfere with the company's workflow.

E. Sampling Design

The survey respondents were chosen using a simple random sampling technique. The Raosoft Calculator was used to determine the number of respondents.

F. Instrumentation and Validation

The researcher used a modified standard questionnaire to determine the employee commitment and organizational performance of MKL Corporation.

The questionnaire was divided into two parts. The first part asked about the respondents' level of employee commitment, and part two asked about their level of organizational performance.

Since the questionnaire is modified from a standard questionnaire, it is subjected to face and content validation. It was validated by the panel of experts in educational management, statistics, and research for their comments and suggestions to evaluate the content and appropriateness of the indicators given. It also underwent a liability test for thoroughly validating formulated indicators using the Cronbach Alpha test.

G. Evaluation and Scoring

Refer table 1 and 2.

H. Data Gathering Procedure

The research aims to learn about the respondents' experiences concerning their organization, so the respondents must be informed about the study's objectives and the methods used to

collect data. Permission from the participating respondents to gather data will be secured. Before gathering data, the researcher got permission from the respondents via a consent letter. The researcher wrote and filed a letter requesting permission to conduct the study to the dean of the graduate school. After the letter was approved, the researcher distributed the questionnaire to the respondents using a Google survey form and a hard copy to those who did not know how to use it. Constant follow-up was done to ensure 100% retrieval of the completed questionnaire. The data will be collected, tabulated, processed, and interpreted with the guidance of a statistician.

I. Treatment of Data

Once the respondents have completed the survey questionnaire, data will be tabulated and subjected to the following statistical tools:

1. Mean and Likert Scale was used to describe the a) level of employee commitment and b) organizational performance
2. Pearson r Moment Correlation Coefficient was used to determine the relationship between the a) level of employee commitment and b) organizational performance.

J. Ethical Considerations

Ethical consideration is one of the most important aspects of research. The investigator got informed consent from the respondents before conducting the research study. Respondents in the research survey should not be harmed in any way, and their dignity was prioritized. Finally, the confidentiality and security of the gathered information were considered throughout the process. This research is guided by the Data Privacy Act (DPA) 2012, an act protecting individual personal information. This is to ensure that the data gathered from the respondents is secured and will only be used for the specific

Table 3
Employees' commitment in terms of affective commitment

No.	Indicators	Weighted Mean	Responses	Rank
1	My Contribution to the team is recognized and acknowledged by my superior	3.32	Highly Committed	1
2	I am happy with the variety of rewards (e.g. bonuses, promotions, benefits) available to me	3.17	Committed	5
3	I believe there are opportunities for career growth within this organization	3.21	Committed	4
4	The compensation I receive is competitive with the industry standards	3	Committed	6
5	I feel encouraged to participate in training and development activities to enhance my skills	3.32	Highly Committed	1.5
6	I am aware of the steps I need to take to progress to the next level in my career within this organization.	3.26	Highly Committed	3
7	The training programs offered by the company is one of the reasons why I am still staying in the organization	2.91	Committed	7
General Assessment		3.17	Committed	

intent of this study.

4. Results

Refer tables 3 to 9.

5. Discussion

A. Employee Commitment

1) Affective Commitment

The general assessment of 3.17 Committed, indicates that employees feel a strong emotional connection to MKL Corporation. This suggests they genuinely enjoy being part of

Table 4
Employees' commitment in terms of continuance commitment

No.	Indicators	Weighted Mean	Responses	Rank
1	I am satisfied with the work-life balance provided by my organization.	3.02	Committed	6
2	I have the necessary tools and technology to perform my job efficiently.	3.23	Committed	2
3	I am able to adapt quickly to changes in workload or priorities without sacrificing efficiency.	3.21	Committed	3
4	I believe that my company is financially stable and profitable.	3.28	Highly Committed	1
5	I trust the leadership of my company to make decisions that enhance profitability.	3	Committed	7
6	I feel satisfied with my current job role and responsibilities.	3.19	Committed	4
7	I feel confident in the long-term success and profitability of my company.	3.13	Committed	5
General Assessment		3.15	Committed	

Table 5
Employees' commitment in terms of normative commitment

No.	Indicators	Weighted Mean	Responses	Rank
1	I understand the organization's strategic goals how they relate to my role.	3.19	Committed	4
2	The organization is committed to providing high-quality products and services to customer.	3.34	Highly Committed	1
3	Customer feedback is valued and used top improve our offerings.	3.23	Committed	3
4	There is a strong focus on continuous improvement within the organization.	3.32	Highly Committed	2
5	The organization effectively manages its financial resources.	3.13	Committed	5
6	The organization promotes a positive and inclusive culture.	3.06	Committed	7
7	The organization adapts well to changes in the market and industry.	3.09	Committed	6
General Assessment		3.19	Committed	

Table 6
Organizational performance in terms of productivity

No.	Indicators	Weighted Mean	Responses	Rank
1	I feel that I have too few options to consider leaving this organization.	2.87	Very Satisfactory	6
2	It would be very hard for me to leave my organization right now, even if I wanted to do that.	3.11	Very Satisfactory	1
3	Too much of my life would be disrupted if I decided I wanted to leave my organization now.	2.89	Very Satisfactory	5
4	Even if the firm were not doing too well financially, I would be reluctant to change to another employer.	2.96	Very Satisfactory	3
5	I stay with my organization because there are limited job opportunities elsewhere.	2.72	Very Satisfactory	7
6	The benefits I receive from my organization make it difficult for me to leave.	3.02	Very Satisfactory	2
7	I have invested too much time and effort in this organization to consider leaving.	2.91	Very Satisfactory	4
General Assessment		2.93	Very Satisfactory	

Table 7
Organizational performance in terms of efficiency

No.	Indicators	Weighted Mean	Responses	Rank
1	This organization really inspires the very best in me in the way of job performance.	3.02	Very Satisfactory	4
2	I would be happy to spend the rest of my career with this organization.	2.94	Very Satisfactory	6
3	I feel emotionally attached in this organization.	2.91	Very Satisfactory	7
4	I feel proud to be part of this organization.	3.17	Very Satisfactory	2
5	I care deeply about the future success of this organization.	3.23	Very Satisfactory	1
6	I enjoy discussing my organization with people outside it.	3.11	Very Satisfactory	3
7	I feel a strong sense of belonging to this company.	2.98	Very Satisfactory	5
General Assessment		3.05	Very Satisfactory	

Table 8
Organizational performance in terms of employee retention

No.	Indicators	Weighted Mean	Responses	Rank
1	I would leave my organization right now because I have a sense of obligation to the people in it.	2.74	Very Satisfactory	7
2	I would feel guilty if I left my organization now.	2.85	Very Satisfactory	6
3	This organization deserves my loyalty.	3.11	Very Satisfactory	1
4	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.	2.96	Very Satisfactory	3
5	I believe that staying with this organization is the right thing to do.	2.87	Very Satisfactory	5
6	Leaving this organization now would make me feel like I am letting others down.	2.89	Very Satisfactory	4
7	I feel responsibility to continue working for this organization.	3	Very Satisfactory	2
General Assessment		2.92	Very Satisfactory	

Table 9
Correlation analysis table

Employee Commitment	Organizational Performance	r-value	P-value	Remarks	Decision
Affective	Productivity	0.5407	0.000087	Significant	Reject Ho
	Efficiency	0.7676	0.00001	Significant	Reject Ho
	Employee Retention	0.6457	0.00001	Significant	Reject Ho
Continuance	Productivity	0.5301	0.000127	Significant	Reject Ho
	Efficiency	0.8323	0.00001	Significant	Reject Ho
	Employee Retention	0.6817	0.00001	Significant	Reject Ho
Normative	Productivity	0.4855	0.000542	Significant	Reject Ho
	Efficiency	0.8278	0.00001	Significant	Reject Ho
	Employee Retention	0.6464	0.00001	Significant	Reject Ho

the organization, take pride in their work, and identify with its goals and values. Employees with high affective commitment are more likely to go beyond their job requirements, remain loyal even during challenges, and contribute positively to the organizational culture. This type of commitment is essential in building a motivated and high-performing workforce.

2) *Continuance Commitment*

With a general assessment of 3.15 Committed, employees recognize that staying in MKL Corporation is beneficial due to the costs associated with leaving, such as loss of income, benefits, or career stability. This form of commitment implies a rational decision to stay, rather than an emotional one. While it helps reduce turnover, it may not guarantee high engagement. Therefore, it is important that the organization continues to provide attractive benefits and growth opportunities while also fostering emotional and value-based connections.

3) *Normative Commitment*

A general assessment of 3.19 Committed, reveals that employees feel a sense of obligation to remain with MKL Corporation. This could stem from loyalty, a sense of duty, or gratitude for the opportunities the company has provided. Normative commitment helps create a culture of responsibility and integrity. However, it should be complemented by affective commitment to ensure employees are staying not just because they feel they should, but also because they want to.

B. *Organizational Performance*

1) *Productivity*

Scoring a general assessment of 4.08 Very Satisfactory, this result shows that employees perceive MKL Corporation as productive, with high levels of output and goal achievement. This is likely a reflection of effective teamwork, clear direction, and competent leadership. High productivity is often linked to employees who are both committed and empowered in their roles. The positive result suggests that the company is on the right track in achieving performance targets and delivering quality outcomes.

2) *Efficiency*

With a general assessment of 3.05 Very Satisfactory, the data suggests that MKL Corporation utilizes its resources efficiently. Employees believe that tasks are performed in a timely and cost-effective manner. Efficient operations often indicate strong organizational systems and management practices. This dimension shows that the company not only works hard but also works smart—minimizing waste and optimizing performance.

3) *Employee Retention*

Retention received the general assessment among

performance indicators at 2.92 Very Satisfactory. This suggests that employees are likely to stay with MKL Corporation for the long term. High retention reflects a stable and satisfied workforce, which reduces recruitment and training costs. It also indicates that the organization is successful in maintaining a positive work environment, career growth opportunities, and competitive benefits—all of which reinforce both commitment and overall performance.

4) *The Correlation Between Employee Commitment and Organizational Performance*

The correlation analysis presented in the table examined the relationships between different types of employee commitment—*affective*, *Continuance*, and *Normative*—and key organizational performance indicators, including *Productivity*, *Efficiency*, and *Employee Retention*.

The R-values, ranging from approximately 0.4855 to 0.8323, indicated moderate to strong positive correlations, suggesting that higher levels of employee commitment were associated with improved organizational performance. The P-values, all below 0.001, confirmed statistical significance, validating the strength of these correlations.

The Remarks column consistently classified all results as "Significant," though it contained a typographical error ("Significant"). Similarly, the Decision column uniformly stated "Reject Ho," signifying that the null hypothesis—asserting no correlation—was rejected, confirming meaningful relationships between the variables.

In conclusion, the findings demonstrated that employee commitment considerably impacted organizational performance. Strong employee commitment contributed positively to productivity, efficiency, and retention, reinforcing the importance of fostering a supportive work environment that encourages loyalty, engagement, and motivation.

Aziz et al. (2021) found that organizational commitment was a key predictor of work-related factors such as turnover, organizational citizenship behavior, and job performance. Various elements, including role expansion, empowerment, job stability, employability, and delegation of authority, influenced employees' sense of commitment.

The study was conducted across three private universities, where quantitative data was collected to examine the relationship between job satisfaction and organizational commitment. The findings demonstrated a positive correlation between job satisfaction and all three independent variables, indicating that higher levels of job satisfaction contributed to stronger employee commitment.

University management could utilize these insights to enhance staff dedication by implementing policies that improve

job satisfaction. The study reinforced that employee happiness was directly linked to organizational commitment, showing that satisfied employees were likelier to remain loyal and perform at higher organizational levels.

6. Conclusions

Based on the findings of the study, the study conclusions were drawn:

1. The study concluded that employee commitment at MKL Corporation is moderately high, with affective commitment emerging as the strongest dimension. This indicates that employees are emotionally connected to the organization, positively influencing their desire to stay. Meanwhile, continuance and normative commitments, both rated as moderate, show that while employees do consider practical and moral reasons for staying, these factors are less influential than emotional attachment. The findings suggest that enhancing affective commitment further strengthens employee retention and organizational loyalty.
2. The study concludes that high levels of employee-perceived organizational performance are closely linked to affective and normative commitment. This underscores the crucial role of emotional engagement and a sense of duty in promoting productivity, collaboration, and goal achievement. Organizations like MKL Corporation can benefit from strategies that strengthen these commitment dimensions to sustain and improve performance.
3. The strong and statistically significant correlation between employee commitment and organizational performance reinforces the vital role that committed employees play in achieving organizational goals. Emotional and moral connections to the company drive higher engagement and productivity, underscoring the importance of strategic efforts to enhance employee commitment as a pathway to long-term success.
4. The action plan provides a strategic roadmap for MKL Corporation to strengthen employee commitment and drive sustained organizational performance. By aligning initiatives with employee needs and continuously measuring progress, the organization is well-positioned to foster a committed workforce and achieve long-term success.

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