

# The Relationship of Employee Commitment and Employee Performance among Asiapro Employees

Justin Rhey S.Tundanay., Sarah Mae U.Dialong., Lady Rose S.Orina., Melfeuna. D Monticillo Erna B.Villasan., Ruffa Mae S.Salarda., & Lexer Jade J. Dupeno LPT. MATT, SS

Business Administration Program, Bukidnon State University, Philippines

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## ABSTRACT

This study examined the relationship between employee commitment and employee performance among AsiaPro Cooperative employees in Barangay Capitan Bayong, Impasugong, Bukidnon. anchored on Social Exchange Theory (SET), Social exchange theory is a sociological and psychological theory which studies how people interact by weighing the potential costs and benefits of their relationship. A quantitative research design employing a descriptive-correlational approach was used, with 120 permanent employees from Asia Pro's Agricultural Services as respondents. Data were gathered using a survey questionnaire constructed on a 4-point Likert scale. Descriptive statistics, including mean and standard deviation, were applied to measure the levels of commitment and performance. At the same time, Spearman's rank correlation was used to test the relationship between the two constructs. Findings revealed that the employees demonstrated a very high level of commitment in affective, continuance, and normative dimensions, as well as a very high level of performance. Furthermore, correlation analysis revealed a significant positive relationship between employee commitment and employee performance, thereby rejecting the null hypothesis. The results underscore the importance of fostering organizational commitment to enhance employee performance. It is recommended that AsiaPro Cooperative continue strengthening employee attachment to the organization by recognizing outstanding performance, improving compensation and benefits, and reinforcing its mission and values. By cultivating a culture of loyalty, recognition, and support, the cooperative can further sustain high performance and organizational success.

**Keywords:** employee commitment, affective commitment, continuance commitment, normative commitment, employee performance

## INTRODUCTION

Employee commitment is also a very crucial element that defines the quality of work and overall performance of the organization. Employees play a critical role in ensuring that the organization's activities are efficient, innovations are developed, and great customer care is provided. Their output in executing day-to-day duties and their efforts in teamwork directly contribute to the organization's goals. Thus, organizations have not only been attempting to bring on board talented workers but also to retain and motivate them, as they demonstrate a strong sense of dedication, which in turn drives employee performance and organizational outcomes (Sylvester 2024).

Gasic et al. (2024) define Employee commitment as a psychological bond and commitment, which people have towards their employer. It is one of the crucial attachments that enhance not only individual job performance but also the organization's overall results. In addition, highly committed Employees are more committed to the organization's success and therefore more likely to work innovatively, due to their close attachment to the organization.

Employee performance is crucial to organizational objectives, as it is a direct indicator of how employees can perform their duties and responsibilities in the right and appropriate manner (Darvishmotevali & Ali, 2020). For this reason, employee commitment is a critical factor that determines the quality of work and the overall performance of an organization. An employee's daily activities and team contributions directly contribute to

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organizational objectives. Therefore, to enhance productivity, efficiency, and overall work quality, businesses must make the management of employee performance a top priority (Triansyah et al., 2023).

While numerous studies state the positive relationship between employee commitment and performance, most existing research has focused on traditional, office-based workplaces and general organizational outcomes. However, the contemporary workforce has become more diverse, with shifting work arrangements such as remote work, flexible schedules, and context-specific structures. Furthermore, there remains limited empirical exploration of how “different dimensions of employee commitment affective, continuance, and normative” uniquely influence employee performance (Fajagutana, 2022).

To address this gap, this study will investigate the commitment-performance relationship within a specific geographical context and organization, AsiaPro employees in Barangay Capitan Bayong, Impasug-ong, Bukidnon.

### **Objective of the study**

In particular, it aims to identify the roles of different levels and dimensions of employee commitment in performance in this context, thereby offering guidance on strategies organizations can adopt to enhance employee commitment and achieve better performance. A significant finding about these variables benefits the organization through this research. Organization will prioritize employee commitment with that there is a greater high performance ahead:

### **Significance of the study**

The findings of this study will be valuable to various stakeholders, including the organization, its employees, the academic community, and the wider business sector. This study will help private organizations, particularly AsiaPro, identify how employee commitment directly influences performance. The findings can be used to model programs and policies that enhance employee engagement, motivation and retention, which will eventually translate into increased productivity and organizational success. Also employee will be more noticeable because they will be made to recognize the degree of commitment to their output and to the company's overall development. Such knowledge can influence them to enhance their affective, continuance and normative commitment, resulting in professional development and career stability. It encourages stronger employee-employer relationships by highlighting the importance of commitment in enhancing performance. A more efficient workforce can contribute to economic growth and support community development. With these dynamics, entrepreneurs can adopt effective techniques to motivate and retain their workforce, helping ensure the business's sustainability and successful growth. It serves as a reliable source that can be used in future studies by the researcher to investigate factors related to the study.

### **Conceptual Framework**

This research aims at examining the relationship of employee commitment and employee performance among asiapro employees.

This study examined how employee commitment, such as affective commitment, continuance commitment, and normative commitment, correlates with employee performance. This schematic diagram shows the variables under study and illustrates the relationship between employee commitment and employee performance. Employee commitment is identified as the independent variable in this framework, which influences the dependent variable, employee performance

This study is anchored on the Social Exchange Theory (SET). Social Exchange Theory in sociology and psychology explains how human beings form relationships with one another, depending on perceived costs and benefits, which determine their commitment and performance Obedgiu, V., Lagat, C., & Sang, J. (2022). Here, the theory is applied to describe the processes by which employee commitment affects performance, namely, how reciprocal relations may lead to higher organizational commitment (affective, continuance, and normative).

This model situates organizational commitment within a broader research arena, offering perspectives on commitment, its motivators, and outcomes Tuna, M., Ghazzawi, I., Tuna, A., & Çatır, O. (2016).

Thus, the theoretical approach of the given research underscores that cases of high employee commitment across three dimensions increase the likelihood of higher performance.

### Statement of the Problem

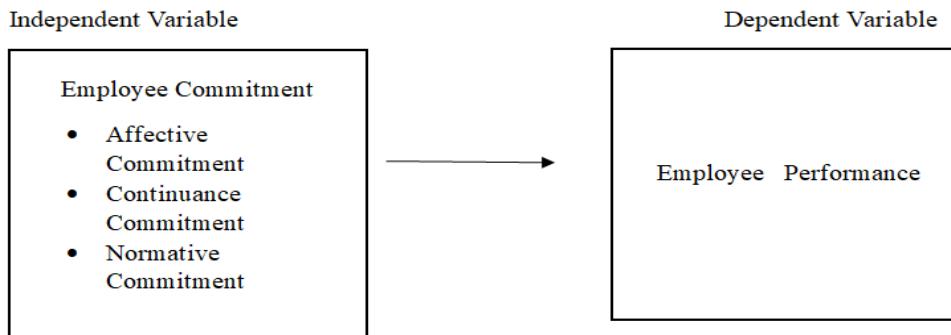
This study aimed to determine the relationship between employee commitment and performance among AsiaPro employees, which were the spray men, padding, blanket, and maintenance teams. It aimed to answer the following questions:

1. What is the respondents' level of employee commitment in terms of?
  - 1.1 Affective Commitment;
  - 1.2 Continuance Commitment; and
  - 1.3 Normative commitment?
2. What is the respondents' level of employees' performance?
3. Is there a significant relationship between employee performance and employee commitment?
4. What is the recommendation of the study based on the results?

### Research Hypothesis

$H_01$ : There is no significant relationship between employee performance and employees' commitment.

Figure 1 Schematic Diagram of the Study



### Research Design

## METHODOLOGY

### Research Design

This study employed a quantitative research design, specifically utilized descriptive and correlation, as it investigated the level of Employee Commitment in terms of Affective Commitment, Continuance Commitment, Normative Commitment, and Employee Performance. Further, the study investigated the relationship between Employee Commitment and Employee Performance among AsiaPro Employees.

Data collection employed an adaptive questionnaire as the primary instrument, which was analyzed quantitatively using statistics to provide information. These designs were employed to investigate the effectiveness of the independent and dependent variable without researchers controlling or manipulating them.

## Participants of the Study

The respondents in this study were 120 permanent employees of AsiaPro working in Agricultural Services, including paddling, spraying, blanket, and maintenance. They were selected depending on their availability to the researcher at the time and place of the data collection. In a bid to incorporate some measure of permanence into the responses to maintain a consistent pattern of organizational commitment, only permanent employees with at least 1 year of continuous service in the cooperative were considered. In addition, respondents were required to be currently employed at the time of data collection and to volunteer. Such considerations were sufficient to ensure that the respondents were conversant with the organization's practices and able to offer valuable insights into the association between commitment and performance.

## Population Sampling

This study employed purposive sampling, wherein respondents were deliberately selected based on specific characteristics relevant to the research objectives. The respondents were all permanent employees of AsiaPro in agricultural services, specifically those engaged in paddling, spraying, manning, blanketing, and maintenance. This sampling approach was deemed appropriate because it ensured the inclusion of employees who possess direct experience and involvement in the organization's operations. By focusing on this group, the study was able to gather data that is both relevant and accurate in examining the relationship between employee commitment and performance.

## Data Analysis

The researchers employed the following statistical treatments to effectively interpret the data: frequency and percentage as well as the mean and standard deviation.

For problems 1 and 2, the data were analyzed using both Descriptive and Inferential Statistics. Descriptive measures, specifically the mean and standard deviation, were applied to determine the levels of affective, continuance, and normative commitment, as well as the overall level of employee performance. These statistical tools provide a clear summary of central tendencies and response variability, which are essential for understanding the dataset's general patterns.

For problem 3, Spearman's rank correlation was employed to examine the strength and direction of the relationship between employee commitment and employee performance. This nonparametric test was chosen because it is appropriate for ordinal data derived from Likert-scale responses and does not assume normality of the variables. Through this method, the study identified and interpreted the extent to which different forms of commitment are associated with employee performance outcomes.

## Research Instrument

This study used an adapted structured survey questionnaire on collecting data which is adapted in the study of "Mediating Role of Employee Commitment in the Relationship between Transactional Leadership and Employees Performance" (Mahfouz et al,2022), "Effects of Internal Service quality in nurses job satisfaction commitment and performance: Mediating role of employee well – being" (Abdulla et al,2020), and "Organizational Commitment and its Relationship to the Employees Work Performance of an Oil Company" (Qu et al,2024)".

The questionnaire was divided into two parts: the first part covered employee commitment (affective, continuance, and normative commitment), and the second part covered employee performance. The researcher conducted a pilot test to ensure the questionnaire's reliability before disseminating it to respondents. The questionnaire is answered using 4 Likert scales: 4 most of the time, three some of the time, two seldom, and one never.

The researchers modified the questionnaire to suit the context of employee commitment and employee performance in AsiaPro employees. Items were therefore added or taken away that are generally relevant to the

commitment and performance of AsiaPro employees. Moreover, some of the originals were adapted to ensure they were clear and understandable to employees working in AsiaPro.

Three experts reviewed the instrument for content validity, and pilot testing has been conducted to ensure clarity and reliability.

**Validation of Instrument.** A validation process was carried out to ensure the reliability and validity of the survey questionnaire.

**Expert Evaluation.** To be appropriate for the educational context of the University, the expertise of the domain in technology-enhanced education and academic achievement were engaged to review the questionnaire for conceptual clarity and contextual relevance.

**Data Collection.** The survey questionnaire was personally distributed and administered to the respondents by the researchers. Before it was used in the study, first the researchers had an approval letter from the campus. Second, the researcher's consultant checks and validated the adaptive questionnaire. To ensure that participation was voluntary, the researcher prepared an informed consent form that was attached to the questionnaire.

This consent form informed them of the purpose of the study assured them that their information would be kept confidential and their anonymity would be maintained, and was used solely for its intended purpose. The researcher then collected the completed questionnaires from the respondents. Lastly, the researchers tallied and analyzed the data results.

### Ethical Consideration

Informed consent was given by all respondents before data collection in awareness of the objectives of the research, methods to be used and their right to participate and withdraw in the study. All data was kept confidential. The research design complied with the Bukidnon State University Ethics Review Committee norms and guidelines. Data collection and reporting was done in an upright manner, with no plagiarism, bias, distortion, manipulation of results, or conflict of interest. The study ensured that no physical and emotional harm or infringement on privacy was incurred since participation was voluntary.

There were measures used in the research process to ensure the highest standards of academic honesty and accuracy. To avoid cases of plagiarism or use of ideas of others without their permission, the research paper was tested using a plagiarism detector. There were no allegations of biased and estimated results, and no distortion of erroneous information was carried out when collecting data. In particular, this was not misrepresentation and manipulation of the results to match theoretical expectations, inflation, or any signs of an inherent conflict of interest. The ultimate research paper has taken a series of revisions depending on the proposals and recommendations of its adviser and panelists.

## RESULTS

### Descriptive Statistics

Table 1. Assessment of the Respondents' Level of Employee Commitment in Terms of Affective Commitment

Construct	Mean	Std. Deviation	Qualitative description
1. I am glad to spend the rest of my life with this company.	3.73	.49	Very high level of commitment
2. I feel as if the firm's problems are my own.	3.42	.63	Very high level of commitment

3. I have a great deal of personal meaning towards the company.	3.54	.58	Very high level of commitment
4. I feel emotionally attached to this company.	3.59	.54	Very high level of commitment
5. Right now, staying with my company is a matter of necessity and desire.	3.68	.49	Very high level of commitment
6. It would be hard for me to leave my company right now, even if I wanted to.	3.49	.64	Very high level of commitment
7. Much of my life would be disrupted if I decided to leave my company now.	3.43	.73	Very high level of commitment
8. I am putting a lot into this company.	3.63	.57	Very high level of commitment
9. I still work in this firm because of the scarcity of available alternatives.	3.61	.57	Very high level of commitment
10. I would be thrilled to spend the rest of my career with this company.	3.65	.54	Very high level of commitment
<b>Mean</b>	<b>3.58</b>	<b>.41</b>	<b>Very high level of commitment</b>

The response of the respondents on employee commitment in terms of affective commitment is very high level of commitment ( $M = 3.58$ ,  $SD = .41$ ). These outcomes, suggests "very high level of commitment", underline the importance of affective commitment to the retention of employee loyalty, commitment, and their participation in the workplace, "studies have demonstrated a higher normative commitment as an outcome of a sense of duty and obligation in the private sector", (Boukamcha, 2022; Markovits et al., 2010; Freire & Azevedo, 2023).

Moreover, Moussa & Arbi (2020) noted that affective commitment encourages individuals to develop innovative solutions and to utilize their skills for the company's benefit fully. In the context of AsiaPro, this implies that workers who are emotionally engaged with their organization tend to channel their energy into improving productivity, which, in turn, directly affects the company's operational success and longevity.

Table 2. Assessment of the Respondents' Level of Employee Commitment in Terms of Continuance Commitment

Construct	Mean	Std. Deviation	Qualitative Statement
1. I feel that I have too few options to consider leaving this company.	3.30	.77	Very high level of commitment
2. One of the few negative consequences of leaving this company would be the lack of available alternatives.	3.47	.70	Very high level of commitment
3. Right now, staying with my company is a matter of necessity and desire.	3.62	.53	Very high level of commitment
4. It would be hard for me to leave my company right now, even if I wanted to.	3.51	.58	Very high level of commitment

5. Much of my life would be disrupted if I decided to leave my company now.	3.45	.72	Very high level of commitment
<b>Mean</b>	<b>3.47</b>	<b>.51</b>	<b>Very high level of commitment</b>

The typical response of the respondents on level of employee commitment in terms of continuance commitment is classified as a “very high level of commitment” ( $M = 3.47$ ,  $SD = .51$ ). This finding, which implies a “very high level of continuance commitment,” highlights the importance of necessity and perceived costs on influencing the organizational attachment of employees. This can be exploited by leaders who develop the strategies that convert attachment that is necessitated by the necessity to proactive engagement so that the employees are productive, not because they have to be, but rather because they see the growth in the long term. Further, Tikare's (2015) research indicates that married and unmarried nursing staff reported high commitment across affective, continuance, and normative commitment. In addition, “employees in the public sector had a higher level of continuance commitment because they felt secure in their employment” (Todorović et al., 2024).

In the context of AsiaPro, this suggests that employees with high continuance commitment, while primarily motivated by necessity, nonetheless play a vital role in sustaining operational efficiency. By recognizing and managing this form of commitment, management can harness stability as a foundation for productivity, ensuring that employees who stay for necessity also contribute effectively to organizational success.

Table 3. Assessment of the Respondents' Level of Employee Commitment in Terms of Normative Commitment.

Construct	Mean	Std. Deviation	Qualitative description
1. Even if it were my advantage, I do not feel it could be right to leave my company now.	3.46	.62	very high level of commitment
2. I will not leave my company right now because I have a sense of obligation to the people in it.	3.43	.60	very high level of commitment
3. I owe a great deal to my company.	3.45	.64	Very high level of commitment
4. I feel obligated to remain with my present employer.	3.40	.63	Very high level of commitment
5. I will feel pleased if I stay at my company at present.	3.49	.56	Very high level of commitment
6. This company deserves my loyalty.	3.51	.56	Very high level of commitment
7. I would stay at my company since I have a feeling of obligation to the individuals in it.	3.57	.54	Very high level of commitment
<b>Mean</b>	<b>3.51</b>	<b>.51</b>	<b>Very high level of commitment</b>

Note: (N=120); SD=Standard Deviation.

The level of employee commitment in terms of normative commitment is classified as a “very high level of commitment” ( $M = 3.51$ ,  $SD = .51$ ). This finding emphasizes that employees at AsiaPro feel a strong sense of moral responsibility and obligation to remain with their organization. Unlike continuance or affective

commitment, normative commitment arises from an ingrained belief that staying with the company is the right course of action. Loyalty and moral responsibility can lead the employees to support organizational values, and align them with the goals of the company, which can directly increase productivity, studies have indicated that the "employees of the public sector are more likely to be more normative commitment, a characteristic that is fuelled by a sense of duty and responsibility", (Boukamcha, 2022; Markovits et al., 2010; Freire & Azevedo, 2023).

Within the framework of AsiaPro, a high level of normative commitment implies that loyalty and obligation enhance employees' motivation to work effectively and consistently. This sense of morality not only minimizes turnover but also maintains productivity, as staff direct their devotion to physical contributions that facilitate the company's success

Table 4 Assessment of the Respondents on Employee Performance

Construct	Mean	Std. Deviation	Qualitative description
1. I carry out my work according to the policy of the firm	3.73	.47	Very high level of performance
2. I feel satisfied to perform my duty for this firm	3.62	.61	Very high level of performance
3. I managed to achieve the target set for me by the firm	3.68	.47	Very high level of performance
4. I manage to plan my work well in this firm	3.66	.48	Very high level of performance
5. I manage to execute my work well in this firm	3.68	.49	Very high level of performance
6. I am motivated to work extra hours to finish my task	3.57	.56	Very high level of performance
7. The company gives recognition to employees who perform well.	3.34	.80	Very high level of performance
8. The company provides incentives for good performance	3.48	.72	Very high level of performance
9. I can complete a given task before the stipulated time	3.55	.56	Very high level of performance
10. I can get along and work well with other employees	3.66	.50	Very high level of performance
11. I am always busy with my tasks in this firm	3.58	.54	Very high level of performance
12. I consider the scope given to me is interesting	3.63	.51	Very high level of performance
13. My working hours are adequate to complete my job properly	3.68	.49	Very high level of performance
14. I can obtain solutions for all jobs assigned to me	3.67	.49	Very high level of performance

15. I can deal confidently with my colleagues.	3.64	.48	Very high level of performance
16. I am satisfied with my work	3.68	.51	Very high level of performance
17. I am satisfied with my associate's work	3.64	.50	Very high level of performance
18. My work makes the best use of my ability	3.71	.48	Very high level of performance
19. I am enthusiastic about my job	3.66	.54	Very high level of performance
20. I have the initiative to do another task even if I am not being told	3.68	.47	Very high level of performance
<b>Mean</b>	<b>3.63</b>	<b>.39</b>	<b>Very high level of performance</b>

Results show that employee performance is classified as a "very high level of performance," with an overall mean of ( $M = 3.63$ ,  $SD = .39$ ). The results suggest that employees are highly engaged in their work and exhibit behaviours that directly enhance productivity. Armstrong (2009) also highlighted that effective management of employee performance increases productivity by aligning individual and team goals with those of the organization and promoting continuous skill and ability development.

In addition, it has been found that employees' contributions should be identified, recognized, and rewarded. Zaman, N et al. (2022) emphasized that employees should feel appreciated by their organization and be recognized for their efforts, as this will encourage them to innovate and produce even better, thereby increasing productivity. On the same note, Kalogianidis, S. (2020) maintained that organizational success is an embodiment of employee performance, combining skills and competence with motivation. Transparency and open communication practices should therefore be used in maintaining high performance and long-term productivity.

Table 5. A Correlation Analysis between Employee Commitment and Employee Performance

Employees Commitment	Employees Performance	P-value	Interpretation
Affective Commitment.	.605**	<.001	Significant
Continuance Commitment	.539**	<.001	Significant
Normative Commitment.	.537**	<.001	Significant
<b>Overall Employee Commitment</b>	<b>.624**</b>	<b>&lt;.001</b>	<b>Significant</b>

Note: Spearman's Rho test

In the overall commitment analysis, a strong positive correlation with performance was observed ( $r = .624$ ,  $p < .001$ ). This implies that those employees manifesting a blend of "affective, continuance and normative commitment will have a better chance of working productively, hence benefiting both the individual and the organization". These results align with those reported by Igbomor and Ogbuma (2024), who stated that engaged workers are more likely to work harder, become more motivated, and feel proud of their jobs, thereby improving productivity.

It is found that the strongest effect on productivity is associated with affective commitment since "employees who have a high level of emotional attachment to the organization are more likely to fit in the organization's values, work ethics, and not hesitate to make additional efforts" (Fahdy et al., 2020). Empirical research supports this relationship. According to Asif et al. (2019), affective commitment is also associated with significant enhancements in employee creativity and performance, which are key drivers of productivity.

Conversely, performance is positively related to continuance commitment but has a relatively weaker impact. Kasogela (2019) affirmed the association between continuance commitment and job performance, stating that even necessity-based retention may have a positive impact when supported by intrinsic motivation. "Normative commitment, in its turn, can enhance performance via the feeling of obligation and loyalty of employees, though, in certain instances, it can make workers feel bound" (Mustafa et al., 2022; Herman & Kurniawan, 2023). Similarly, Imron et al. (2020) indicated that normative factors motivate employees to remain and, consequently, positively and significantly affect performance.

Thus, the results indicate that employee commitment, particularly affective commitment, is significant in enhancing performance and productivity. Employees would work better when they have an emotional attachment to their organization. Fair rewards and loyalty-building can also enhance individual and organizational outcome

## DISCUSSION

The empirical evidence to the theoretical framework of the Social Exchange Theory (SET) is recorded in the results of the study that suggest that employee commitment and employee performance are significantly related. The result that the employees of AsiaPro showed the highest possible level of commitment in all dimensions (Overall  $M = 3.52$ ,  $SD = .48$ ) and the highest possible level of performance confirms the notion that the perceived fairness, organizational support and appreciation results in the mutual commitment of the employees. Such organizational commitment can improve the psychological attachment of the employees which, consequently, results in improved individual and organizational performance (Suharto et al., 2019). Thus, the existing organizational strategies in AsiaPro are successfully developing a committed work force that is transforming psychological investment to quantifiable productivity.

A further look at the dimensions shows the subtle role played by each on performance. Another important one is affective commitment, or the emotional attachment to the organization, as affectively committed employees have a higher chance of developing higher levels of satisfaction and performance (Ribeiro et al., 2021). This emotional investment facilitates the quality of the work, these people are more willing to make an additional effort to benefit the goals of the organization (Igbomor and Ogbuma, 2024), and is essential to the contribution of creativity in employees (Asif et al., 2019). Moreover, performance is positively correlated with Continuance Commitment, which indicates that necessity-grounded retention may nevertheless have a positive outcome in the case when it is supported by intrinsic motivation (Kasogela, 2019), since employees remain to secure their personal interests and investments (Negashe, 2021). Lastly, Normative Commitment improves performance through a sense of duty and loyalty (Mustafa et al., 2022) and normative aspects make employees stay in the organization and, as a result, positively influence performance (Imron et al., 2020).

The findings of this study provide a practical advice to the management of AsiaPro to continue and develop its high-performance culture. Since the three types of commitment are tightly coupled, the integration of these types is great, the organization must assume a holistic approach to management. The scores on commitment and performance are also high and this shows that the existing strategies are working but it is important to work continuously to strengthen these strategies. The management should consider the practices that deliberately increase emotional attachment like recognition and professional growth, and also avoiding unfair rewards and benefits to establish continuance commitment. AsiaPro can maintain the normative commitment, which helps employees to work effectively by reinforcing the mission and values of the cooperative and taking of a sense of duty and responsibility. Such sustained efforts would result in the workforce being stable, engaged and motivated, and the success of the organization in the long term.

## CONCLUSION

Following the study, it can be concluded that there is a significant positive relationship between employee commitment and employee performance among asiapro employees. The rejection of the null hypothesis ( $H_0$ ) confirms that as commitment levels specifically emotional attachment (affective) and perceived obligation (normative) increase, work performance also improves. This paper has explored the "three dimensions of affective, continuance and normative commitment" and determined their overall and individual impacts on

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organizational performance. The results clearly show that the greater the employees' commitment, the higher the performance. With committed employees, there is greater motivation, engagement, and a desire to work towards organizational goals.

## Findings Summary

After the analysis, the result of the study revealed that, the level of employee commitment in terms of Affective, Continuance, Normative Commitment are "Very High Level". The assessment on the Employee Performance is "Very High Level of Performance. Additionally, the correlation between the two variables falls under the "Significant" level, indicating a significant relationship between employee commitment and employee performance in Asiapro. With these result researchers recommend that company should continue to give importance to their employee to have a better performance.

## Implication for Practice

The findings highlight the need to improve management practices and organizational policies that nourish and maintain commitment. Organizations may also increase commitment and performance by fostering a positive work environment, offering career advancement opportunities, and rewarding employees' contributions.

## RECOMMENDATION

Based on the study's findings and conclusions, recommendations were provided to sustain employees' commitment and performance at AsiaPro Cooperative. Firstly, the cooperative may continue to nurture affective commitment by focusing on employee value, fostering a sense of belonging, and may implement engagement programs providing more opportunities to become a professional and to develop as a person. These initiatives will enable the employees to become more attached to the organization and willing to make a positive contribution.

Moreover, continuance commitment needs to be maintained by offering employees physical rewards to stay in the organization. AsiaPro should regularly review and modernize its compensation packages, incentives, and benefits to remain competitive and attractive. Employees feel more secure and rewarded when they see a fair deal, and hence they tend to be more dedicated to their job and efficient.

Further, the normative commitment is also essential. To do so, the regular communication of the mission, vision, and values of the cooperative, as well as the identification of long-term commitment and prioritization of the well-being of the employees, is required. Employees will have a greater sense of loyalty and responsibility towards the organization. With this sense of loyalty and responsibility, workers will be more obliged to stay on track with the organizational objectives.

Employee recognition is one of the areas identified as needing improvement, specifically in employee performance, as indicated by the least-rated statement. Nonetheless, it is also viewed as an extremely high level of performance. To address this, AsiaPro may establish a "peer-to-peer recognition" program to ensure that high performance is visible and rewarded in whatever form, structured awards, financial incentives, or even a mere show of appreciation, will go a long way in enhancing morale, motivating to work on, and improving performance, to maintain the "very high" performance level, continuous training programs should be provided. This not only improves technical task performance but also increases Normative Commitment, as employees feels the organization is investing in their professional growth. further fueling the social exchange cycle.

This research can be used as a reference for future researchers. Further research would examine additional variables, such as leadership styles, organizational culture, and work-life balance, to provide more detailed insights into employees' commitment and performance.

For organizations, this study can serve as a foundation for enhancing employees' commitment and sustaining performance.

## Hypothesis testing results and decision

Ho1: There is no significant relationship between Employee Commitment and Employee Performance among Asiapro Employees

In the overall commitment analysis, a strong positive correlation with performance was observed ( $r = .624$ ,  $p < .001$ ). This implies that those employees manifesting a blend of "affective, continuance and normative commitment will have a better chance of working productively, hence benefiting both the individual and the organization". These results align with those reported by Igbomor & Ogbuma (2024), who stated that engaged workers are more likely to work harder, become more motivated, and feel proud of their jobs, thereby improving productivity.

Decision: Ho1 is rejected.

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