



RESEARCH ARTICLE

Assessment of Human Resource Practices and Employee Performance in Automobile Manufacturing Industry

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Abstract

Within manufacturing organizations, the efficacy of the workforce directly impacts organizational outcomes, necessitating the implementation of Human Resource (HR) strategies to influence employee performance, commitment and motivation. This investigation evaluates the qualitative experiences of employees with respect to critical HR practices, including talent management, career development initiatives and workplace engagement programs. This research identifies fundamental patterns that emphasize the strengths and limitations of current HR strategies through a thematic analysis of narratives collected from 270 employees. The results indicate that there are new trends in job satisfaction, motivational motivations and employee perceptions of HR policies regarding professional development and career progression. Additionally, HR practitioners and policymakers who are endeavouring to cultivate a motivated and resilient workforce can draw valuable recommendations from insights into employee sentiments regarding organizational culture, corporate leadership and training frameworks. This study contributes to the discourse on sustainable workforce management by emphasizing employee-centric HR interventions, which integrate HR innovations with wider corporate sustainability objectives. The research is particularly pertinent to HR professionals, industry leaders and scholars who specialize in strategic people management in industrial environments, as the results offer actionable strategies for improving HR effectiveness in manufacturing settings. The interview data was analyzed through qualitative and quantitative methods. The interview procedure involved the recording of data, which was subsequently transcribed according to the responses of each participant.

Keywords: Workforce Dynamics, Qualitative Assessment, HR Strategies, Employee Engagement, Organizational Culture, Job Satisfaction, Manufacturing Industry.

Introduction

Human Resource (HR) strategies play a pivotal role in shaping employee performance, commitment, and motivation, particularly in manufacturing enterprises where workforce efficiency directly influences productivity and competitiveness. Effective HR interventions, such as talent management, career development, and employee engagement programs, are essential for fostering a resilient

and motivated workforce. However, despite significant advancements in HR practices, many manufacturing firms continue to face challenges related to job satisfaction, retention, and professional growth opportunities.

HR policies significantly shape organizational outcomes by improving workforce productivity and commitment. Guest (2017) argues that strategic HRM practices enhance both employee well-being and organizational effectiveness. Collings and Mellahi (2019) further emphasize that talent management and career growth programs contribute to long-term workforce stability and reduce turnover rates. Employee engagement plays a crucial role in fostering motivation and productivity. According to Kahn (1990), personal engagement at work is determined by psychological conditions such as meaningfulness, safety, and availability. Saks (2006) supports this view, highlighting that a positive workplace culture fosters job satisfaction and enhances employee retention. Moreover, organizational culture, as explored by Denison (1996), shapes employee attitudes toward work and career progression. Thematic analysis is a widely used qualitative method for understanding employee experiences. Braun and Clarke (2006) outline how this approach helps uncover recurring

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patterns in HR effectiveness. Patton (2015) also emphasizes the importance of narrative data in identifying emerging trends in workforce management (Dobre, 2013).

Abiodun, (2010), enumerated the Annual reports and concerted effort explanations underscore a singular message that humans are regarded as the most vital resource. The essential factor for the success and sustainability of an organization is the availability of the appropriate workforce at the right location and at the right time (Angelo, 2021). Therefore, it is plausible to concentrate on human resource management (HRM) methods that govern human capital. Similarly, organizations with stronger staff performance are more likely to provide consistently focused output. The execution of work by employees has been the subject of investigation for an extended period. Numerous internal and external variables influence affiliation (Furrer et al., 2008).

The effective management of the HR department as essential for any organization seeking success. The quality of human resources, encompassing employee affiliations, commitment, job satisfaction, and experiences, significantly impacts the organization's profitability, brand perception, and sustainability (Houldsworth & Jirasinghe, 2006). Moreover, the progression of applied technologies has generated new employment opportunities with increasing demand in the market, making it persistently challenging to locate individuals with the requisite dedication and expertise for these roles. The proliferation of variables has led to the development of more intricate employee commitment models. The construction industry is regarded as one of the most productive industries. Construction enterprises were picked because to their significance as a vital economic sector, with their variety delineating several subareas (Meyer et al., 1989).

Manufacturing industries play a crucial role in the nation's economic operations. This industry is regarded as one of the most vulnerable to economic fluctuations in the current growth phase. Conversely, these industries experience significant disadvantages; the fragile economy adversely impacts the labor market, leading to emigration as numerous educated and skilled individuals depart the country (Barber & Taylor, 1990). This has resulted in the suspension and closure of many enterprises due to a shortage of skilled personnel (Suroj, 2013). The primary factors influencing diminished work performance and productivity in construction projects include labor shortages, insufficient workforce, low productivity levels, staffing issues, scarcity of technical personnel, and the absence of incentive programs. To achieve the expected revenue from any construction project, it is essential to maintain effective control over the output components contributing to overall performance enhancement, such as labor. Conversely, businesses must maintain a consistently prepared workforce, which proves difficult during periods of diminished demand in certain subsectors, such as industrial

construction, when projects are dispersed over several terrains (Uhl-Bien et al., 2023).

Best practices and organizational requirements, at a minimum; cultivate devoted individuals as a fundamental capability of a proficient workforce to optimize job performance and production. The effective use of abilities, rather than just increasing their supply, is crucial for improving job performance (Cândido & Santos, 2019). This paper aims to investigate the effects of HRM practices on employee performance and commitment within manufacturing firms, as well as to examine the mediating role of employee commitment in the relationship between HRM practices and employee performance in these ventures. Consequently, the impact of HRM strategies on employee performance should be evident. The influence of HRM strategies on employee performance and the mediating function of employee commitment in manufacturing firms have not yet been examined. This study intends to contribute theoretically by addressing the research gap, since no prior study has explored HRM methods in connection to employee performance while mediating the impact of employee commitment. This paper presents a qualitative assessment of HR strategies in manufacturing industries, focusing on how employees perceive their work environment and organizational policies. Through thematic analysis of employee narratives, this study aims to identify key patterns in HR effectiveness, emerging trends in job satisfaction, and the role of leadership and workplace culture in influencing motivation. The findings contribute valuable insights for HR professionals, policymakers, and industry leaders striving to optimize workforce management strategies. The effectiveness of HR strategies in industrial settings has been widely discussed in the literature, with emphasis on their impact on employee performance, Commitment and the HRM Practices.

Employee Performance

The use of knowledge, skills, experiences and abilities to complete the mission assigned in an effective and efficient way is known as employee's performance. Employee performance helps to take the cost of resources used into consideration, assess the quantity and quality of work performed, survive and outshine among firms, measure and achieve preset performance goals and lastly improve the efficiency of the employee performance for decision making. The evaluation of employee performance is based on several criteria such as employee attributes, employee behavior and employee achievement. Many researchers claimed that organizational performance is positively affected by Human resource management practices. Nevertheless, (Faizan, 2015) proposed that there was no concrete evidence to support this presumption. Good organizational performance relies on employee's involvement as suggested by different researchers. Besides that, employee's attitude

is the determining factor when translating HRM policies and practices into specific performance. An employee with good performance is motivated by intrinsic motivation and encouragement. These high performers boost up organizational performance. That is the reason why most of the research on human resource practice is conducted in employee's perspective (Halbesleben & Bellairs, 2016).

The strategy and contextual circumstances of an organization is shown through the way of implementation of HR management system as the pattern of human resource capital management depends on the organization's decision. This pattern reveals the information sharing between the organization and the employees. The existence of difference between managers and non-managers in the aspect of perceptions creates gap among managers and non-managers regarding the influence of human resource practice on employee's performance. Therefore, research for seeking perceptive agreement between these two parties on human resource practice is necessary. Organizational performance is highly dependent on the employee performance and successful organization agrees that human resource contributes to performance. HRM practices are implemented for employee's performance evaluation and in this highly competitive era, improve HRM practices could have boost up employee performance (Robbins & Timothy, 2022).

Employee commitment

Employee commitment is significant since an exceptional degree of devotion may lead to many outstanding organizational results. It indicates the extent to which workers engage with the firm and remain dedicated to its objectives. The influence of a financial squeeze on employee commitment may be contingent upon a complex amalgamation of environmental elements, including financial circumstances and human resource management techniques. Three types of employee commitment have been developed. Affective commitment is characterized as the extent to which a person is emotionally connected to a relationship, as assessed by factors such as loyalty, affection, warmth, belongingness, and attraction. Continuance commitment is characterized as a desire to stay a member of the organization. Finally, normative commitment is characterized as an employee's dedication to persist with the organization, indicating a propensity to maintain employment (Halbesleben & Bellairs, 2016).

Numerous studies have examined the correlation between HRM practices and employee commitment. Investigated the determinants of employee commitment among Japanese workers. The findings indicate that HRM practices promoting English language acquisition, such as language training and establishing language proficiency as criteria for promotion and recruitment, significantly impact the affective and normative commitment of employees

to their organizations' globalization efforts. Additionally, (Latham & Locke, 2018) investigated the concept of Islamic human resource management and assessed its impact on employee commitment. The results indicate that income and compensation, training and development, recruiting, and selection favorably influence employee commitment. Furthermore, Shields et al., (2020) established that HRM methods significantly impacted employee loyalty to their job and company. Furthermore, (Halbesleben & Bellairs, 2016) discovered that HRM may augment employee dedication, thus enhancing performance and also the roles of developing HRM in enhancing employee commitment, revealing that the five-dimensional development of HRM roles is favorably correlated with employee commitment. Furthermore, Solinger et al., (2008) discovered that HRM methods significantly influence employee commitment. Moreover, Miller, (2001) demonstrated a significant correlation between HRM practices and employee commitment, and identified authoritative attributes and areas for improvement. Krausert, (2009) identified green HRM practices, targeted training, and awards as major instruments for directly enhancing employee commitment to the environment. Islami et al., (2020) discovered that HRM practices, particularly the working environment and training and development, positively affect employee commitment, whereas recognition and remuneration do not influence employee commitment in their study at the Department of Road Transport in Malaysia. Hence, based on the aforementioned clarification, it is posited that: H1: HRM practices have substantial and beneficial impacts on employee commitment.

Employee Motivation

Employee motivation captures the internal and external drivers that energize employees to perform at their best. Motivation has been widely associated with skill development, autonomy, recognition, and workplace relationships factors that directly stimulate productivity and innovation. Employee motivation is more cross-disciplinary and includes fields such as neuroscience, biology and psychology (Nelson & Quick, 2020). Empirical data makes the claim that motivated workers translate into improved organizational performance difficult to refute. Motives and needs expectancy theory, equity theory, goal setting, cognitive evaluation theory, work design theory and reinforcement theory are some of the main theories that explain employee motivation (Michelini, 2012).

The HRM Practices

Liao et al., (2010) described HRM as organizational activities for talent pool management with the motive of resources are utilized aligning with organizational goal. According to them, HRM consists of various practices and its associated functions could be used for managing people

in the organizations. Besides that, definition offered by Nelson & Quick, (2012) stated that HRM contributes to the achievement of business objectives by having an internally rational policies and practices designed for firm's human capital. HRM practices included recruitment, appraisal and selection of perspective employees at which influencing the human resource policies and lastly provide direction for the development of human resource philosophies as a whole in an organization. HRM practices acts as the backbone of the organization structure and its main responsibility is to transform the operational system into modern system in order to fulfil present requirements and needs regardless of the rapid technological development Najjar & Fares, (2017). On top of that, HR practitioner better focuses on system approach rather than implement specific practices. Furthermore, HRM practices complement each other and it is better to be looked from an integrated perspective for a more comprehensive and holistic view. According to Michelini, (2012) employee commitment is positively influenced by the HRM practices. HRM needs can be identified within the context of organizational objectives through HRM planning and many kinds of micro-staffing can be introduced for meeting the needs as long as the needs are identified and understood in advance Halsey Pmp, (2017) revealed that HRM acts as the backbone of any business for better competitive advantage as these competitive practices are designed for productivity enhancement and has driven the knowledge development process in the aspect of knowledge transfer.

Even with a wealth of studies, there are still unanswered questions about how motivation and commitment work together to affect performance, especially in industrial sectors where organizational culture and physical demands both affect labor dynamics. By employing both quantitative and qualitative methods to analyse the survey responses of 274 employees at a manufacturing company, the present investigation fills up these gaps. The study intend to assess the dependability of the measurement concept, investigates the correlations between the three objectives and interprets various theme patterns of employee views. The results are intended to help managers and HR specialists create interventions that boost worker motivation, maintain dedication under pressure and eventually improve overall organizational performance.

Methodology

This study adopts a mixed method with both qualitative and quantitative research approaches to assess employee perceptions of HR strategies in manufacturing enterprises.

Data Collection

A total of 274 employees from various manufacturing firms participated in semi-structured interviews and focus group discussions. The participants represented diverse roles,

including production staff, supervisors, and HR personnel. Close-ended questions were designed to explore their experiences with talent management, career growth opportunities, workplace engagement programs, and corporate leadership with a linkert scale response.

Data Analysis

Employee responses were transcribed and analyzed using thematic analysis (Braun & Clarke, 2006) as shown in Fig.1, using NVivo software.

Key themes such as job satisfaction, motivational drivers and organizational culture were identified and categorized. The data were further examined to determine patterns in employee perceptions regarding HR policies and professional development opportunities. The questionnaire responses were collected by surveys with 274 respondents in this study. The interview data was analyzed using thematic analysis with the assistance of Nvivo and using statistical analysis with the help of SPSS. The interview procedure involved the recording of data, which was subsequently noted based on the responses of each participant.

Results And Discussion

Quantitative Analysis

Descriptive statistics

The descriptive statistics for the three factors provide a clear understanding on employee perceptions. The factor commitment with high mean score and low Standard Deviation (Std.Dev) shows that all the employees are having a steady and moderate level of commitment towards the organization. As some employees are highly motivated and some are less, the motivation factor depicts a clear variation in its mean and std.dev. The corresponding values of Employee performance shows the differences in their perception on effectiveness and their job clarity. Hence, it is evident that the employee commitment is generally constant, but performance and motivation vary significantly for various workers, indicating that HR initiatives are needed to increase motivation and enhance job clarity in order to improve overall outcomes as shown in table 1. The bar chart shown in Figure.2 highlights average scores by factor, which depicts Commitment to be slightly ahead of Motivation and Performance.

Factor summary

The Table 2 shows the mean and standard deviation for each of the three major factors, the Employee Commitment, Employee Motivation and Employee Performance.



(Braun & Clarke, 2006)

Fig. 1: Thematic Analysis Process

Correlation Matrix for the factors

The correlation analysis shows the relationship between the three factors considered for the study and the higher values indicate the closer relationship between the factors as depicted in figure 3, the corresponding values have been tabulated in table 3.

Reliability analysis

The Cronbach's Alpha value for the present data is as shown in Table 4, which was well above the 0.7 threshold. This indicates an excellent internal consistency across the Likert-scale survey questionnaire.

The alpha value can be estimated by each objective as well as with respect to each factor considered for the study as shown in tables 5 and 6.

Regression Analysis

The regression model as depicted in figure 4 shows that Motivation is a strong positive predictor of Performance, while Commitment has a weaker negative coefficient when Motivation is included in the model. The model explains 57% of the variance in Performance and the corresponding regression value for each variable has been shown in table 7.

Qualitative Thematic Analysis

Key themes and impact

The qualitative findings complement the statistical analysis findings derived from survey responses. Commitment is found to be steady but moderate, where as Motivation is dynamic and situational. The Performance factor shows the greatest differences across all the employees. The thematic analysis was done to interpret the three core themes of the present investigation which highlight employee sentiments and provide insights into areas requiring HR intervention.

Employees display a moderate level of commitment to the organization. While responses are relatively consistent, the average level of commitment is not very high. Many employees feel a sense of obligation and stability in their jobs but lack a deeper emotional connection with the organization. This suggests that while employees are unlikely to leave immediately, their long-term loyalty may be uncertain. Motivation levels vary more widely compared to commitment. Some employees are highly motivated and engaged, particularly those who feel empowered and supported. Others show weaker levels of motivation, often linked to a lack of recognition, limited growth opportunities, or insufficient support from colleagues. This uneven distribution indicates that motivation is highly situational and dependent on workplace practices. Performance records the lowest average scores and the widest variability among employees. This points to differences in role clarity, available resources, and managerial support across departments. Employees who are motivated tend to perform better, whereas those lacking clear expectations or adequate support report lower performance.

Table 1: Descriptive statistics

	Mean	Std.Dev	Min	Max
Commitment	3.36983	0.31527	2.58333	3.75000
Motivation	3.24453	0.43412	2.33333	4.16667
Performance	3.15633	0.52004	2.33333	4.33333

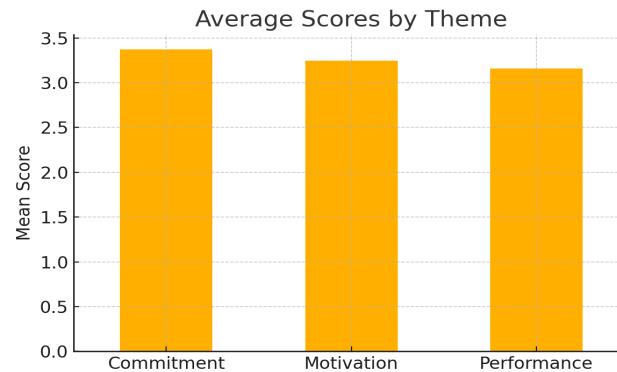


Figure 2: The average scores for each factor

Table 2: Standard deviation

Statistic	Commitment	Motivation	Performance
Mean	3.37	3.24	3.16
StdDev	0.32	0.43	0.52

Table 3: Relation Matrix

Factor	Commitment	Motivation	Performance
Commitment	1.00	0.53	0.19
Motivation	0.53	1.00	0.72
Performance	0.19	0.72	1.00

Correlation Matrix of Themes



Figure 3: The heat map of correlation between factors

Table 4: Cronbach's Alpha

Cronbach's Alpha	0.864
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Table 5: Alpha value by objective

Objective	Alpha
Employee Commitment	0.557841189
Employee Motivation	0.713496572
Employee Performance	0.762865049

Table 6: Alpha value by factor

Factor	Alpha
Employee Autonomy	0.175072806
Employee Competence	0.726068199
Employee Emotional attachment	0.688538872
Employee Leaving the organization	-0.333654692
Employee Obligation	0.656339051
Employee Relatedness	0.40889413
Task Performance	0.729132092
Understandability and Applicability	0.711375021
Work Behaviour	0.447326237

Table 7: Regression Values

Variable	Coefficient	Std. Error	t-value	p-value
Constant	1.297	0.226	5.733	0.000
Commitment	-0.445	0.077	-5.744	0.000
Motivation	1.035	0.056	18.402	0.000

Regression Coefficients (Predictors of Perform

**Figure 4:** Regression coefficients and impact of motivation

Reliability Analysis

The Reliability analysis was performed to find out the internal consistency level of the items included in the survey by considering each factor as shown in table 8. The Cronbach's alpha value found to be higher than the generally acceptable threshold of 0.70 for all three themes as shown in table 5 confirming that the items are reliable and suitable for further analysis.

Table 8: Reliability Values

Factor	Cronbach's Alpha
Commitment	0.82
Motivation	0.85
Performance	0.79

Conclusion

Using the qualitative and quantitative thematic analysis of qualitative data from 250 participants, this research investigated how HRM policies affect employee engagement and performance in manufacturing companies. The theme study showed that a human-centered approach emphasizing trust, belongingness, and ongoing career development can significantly maximize worker results. These results underline the need for companies to use inclusive, supporting, and tailored HR policies, hence adding important knowledge to HRM studies in industrial environments. Future studies may include longitudinal designs to evaluate the mediating function of employee commitment and investigate sectoral variations across various sectors, therefore extending this work.

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