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to me

Fri, Nov 10, 2023, 10:46 AM



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You have been invited to review a manuscript for Cogent Business & Management.

I would be grateful if you would review a paper entitled "Impact of Organizational Commitment on Individual Performance: Evident from Public Organization in Cambodia" for this journal.

This is the abstract:

This study aims to determine the relationship between organizational commitment and individual performance in Cambodian public organizations. It seeks to determine the effectiveness of different types of organizational commitment on each participant's individual performance. A self-administered questionnaire was used to conduct the survey. The data was collected from a randomly chosen sample of 256 employees at a Cambodian public organization and analyzed using structural equation modeling (SEM). As a result of the three types of organizational commitment, the employee of a public organization in Cambodia performs viably. Thus, the results are critical for both theoretical and practical implications. Likewise, it provided critical insights into the organizational commitment characteristics of Cambodian public organizations and their impact on employee performance, contributing significantly to the body of knowledge on organizational behavior. Unfortunately, literature on individual performance is limited, particularly in emerging nations, most notably Cambodia.

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The manuscript reference is COGENTBUSINESS-2022-0114.

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Sat, Nov 11, 2023, 10:55 AM



Ref.: Ms. No. COGENTBUSINESS-2022-0114

Impact of Organizational Commitment on Individual Performance: Evident from Public Organization in Cambodia
Cogent Business & Management

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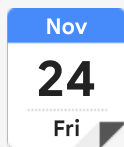
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Review Due

When Fri Nov 24, 2023 (WIB)

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Agenda

Fri Nov 24, 2023

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All day Review Due

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Thank you for agreeing to review manuscript COGENTBUSINESS-2022-0114, "Impact of Organizational Commitment on Individual Performance: Evident from Public Organization in Cambodia", for Cogent Business & Management.

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(Reviewer 1)	Unsound or fundamentally flawed
Ahmad Azmy (Reviewer 2)	Sound with minor or moderate revisions
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"Transforming Commitment into Performance: A Study of Digital Transformation in the Cambodian Public Sector Amidst a Pandemic"
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If anyone else was involved in writing this report, for example a student or a colleague, and they agree to be recognised for this work please provide their name and email address in the free text box below.	Ahmad Azmy, Associate Profesor, Faculty of Economics and Business, Paramadina University, email: ahmad.azmy@paramadina.ac.id
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I confirm that I have the necessary subject knowledge and expertise to review this article, and have no conflict of interest that would prevent me from offering an unbiased review.	Yes
Would you be willing to review a revision of this manuscript?	Yes
Title, Abstract and Introduction – overall evaluation	Sound
Methodology / Materials and Methods – overall evaluation	Sound
Objective / Hypothesis – overall evaluation	Sound
Figures and Tables – overall evaluation	Sound
Results / Data Analysis – overall evaluation	Sound
Interpretation / Discussion – overall evaluation	Sound
Conclusions – overall evaluation	Sound
References – overall evaluation	Sound
Compliance with Ethical Standards – overall evaluation	Sound
Writing – overall evaluation	Sound

Supplemental Information and Data – overall evaluation	Sound
Comments to the author	This journal is adequate in analysis and results. This title has been widely discussed in several previous studies. The research results are not new and still follow existing research results. The methodology must be explained in more detail starting from variable indicators, validity, reliability, model suitability, and how the results relate to the research object. This article must be developed further with novelty that is different from previous research.
Comments to Editor:	

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Subject: 220537041 (Cogent Business & Management) A revise decision has been made on your submission
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Ref: COGENTBUSINESS-2022-0114
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Impact of Organizational Commitment on Individual Performance: Evident from Public Organization in Cambodia
Cogent Business & Management

Dear ***** ,

Your manuscript entitled "Impact of Organizational Commitment on Individual Performance: Evident from Public Organization in Cambodia", which you submitted to Cogent Business & Management, has now been reviewed.

The reviews, included at the bottom of the letter, indicate that your manuscript could be suitable for publication following revision. We hope that you will consider these suggestions, and revise your manuscript.

Please submit your revision by Mar 03, 2024, if you need additional time then please contact the Editorial Office.

To submit your revised manuscript please go to <https://rp.cogentoa.com/dashboard/> and log in. You will see an option to Revise alongside your submission record.

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Reviewer 1: Yes

Title, Abstract and Introduction – overall evaluation

Reviewer 1: Unsound or fundamentally flawed

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Reviewer 1: Unsound or fundamentally flawed

Objective / Hypothesis – overall evaluation

Reviewer 1: Unsound or fundamentally flawed

Figures and Tables – overall evaluation

Reviewer 1: Sound

Results / Data Analysis – overall evaluation

Reviewer 1: Sound

Interpretation / Discussion – overall evaluation

Reviewer 1: Sound with minor or moderate revisions

Conclusions – overall evaluation

Reviewer 1: Sound with minor or moderate revisions

References – overall evaluation

Reviewer 1: Unsound or fundamentally flawed

Compliance with Ethical Standards – overall evaluation

Reviewer 1: Sound

Writing – overall evaluation

Reviewer 1: Sound with minor or moderate revisions

Supplemental Information and Data – overall evaluation

Reviewer 1: Sound

Comments to the author

Reviewer 1: 1. Overall research is unclear and the development path is less than optimal. Although this study aims to examine two main factors of the relationship between organizational commitment and individual performance in public organizations.

2. This article still does not provide actionable input for organizations to mitigate this behavior in their work environments.

3. Highlighted in the abstract, does not truly reflect the actual content and findings presented in the manuscript. There appears to be a misalignment between the promising claims made in the abstract and the substance of the research.

4. The framework is still very simple, in the future a model with mediation and moderation will be created. There are clear shortcomings regarding the research methodology used. The population considered and the specific sample used were not clearly defined, and the rationale behind the sample selection required thorough justification to increase the validity of the study.

5. The discussion section devoted to discussing research findings seems lacking in depth and detail. A more comprehensive and nuanced exploration of the findings is needed to provide a richer understanding of the implications and potential applications of this research.

6. The conclusion is meaningless, so it only repeats the language of the hypothesis test results

7. English correction is required for the manuscript.

- 8. Paper writing is not optimal.
- 9. The literature used is still in the form of old quotations

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Reviewer 2: Yes

Title, Abstract and Introduction – overall evaluation
Reviewer 2: Sound

Methodology / Materials and Methods – overall evaluation
Reviewer 2: Sound

Objective / Hypothesis – overall evaluation
Reviewer 2: Sound

Figures and Tables – overall evaluation
Reviewer 2: Sound

Results / Data Analysis – overall evaluation
Reviewer 2: Sound

Interpretation / Discussion – overall evaluation
Reviewer 2: Sound

Conclusions – overall evaluation
Reviewer 2: Sound

References – overall evaluation
Reviewer 2: Sound

Compliance with Ethical Standards – overall evaluation
Reviewer 2: Sound

Writing – overall evaluation
Reviewer 2: Sound

Supplemental Information and Data – overall evaluation
Reviewer 2: Sound

Comments to the author
Reviewer 2: This journal is adequate in analysis and results. This title has been widely discussed in several previous studies. The research results are not new and still follow existing research results. The methodology must be explained in more detail starting from variable indicators, validity, reliability, model suitability, and how the results relate to the research object. This article must be developed further with novelty that is different from previous research.

Dear Author/s ,

Thanks for submission for cogent Business & Management. I have now received feedbacks from the reviewers. I have also read your paper with much interest. Considering my own

evaluation and the referees'. I would like to invite you to revise and resubmit the paper. Please note that this is a major revise and resubmit, but we hope that you will be able to successfully address the referees' comments.

Best wishes,

Dr Helen Cai
Senior Editor

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COGENTBUSINESS-2022-0114

"Transforming Commitment into Performance: A Study of Digital Transformation in the Cambodian Public Sector Amidst a Pandemic"
Original Submission

Ahmad Azmy (Reviewer 2)

Reviewer Recommendation Term:	Sound with minor or moderate revisions
Custom Review Question(s):	Response
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If anyone else was involved in writing this report, for example a student or a colleague, and they agree to be recognised for this work please provide their name and email address in the free text box below.	Ahmad Azmy, Associate Profesor, Faculty of Economics and Business, Paramadina University, email: ahmad.azmy@paramadina.ac.id
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Figures and Tables – overall evaluation	Sound
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References – overall evaluation	Sound
Compliance with Ethical Standards – overall evaluation	Sound
Writing – overall evaluation	Sound

Supplemental Information and Data – overall evaluation	Sound
Comments to the author	This journal is adequate in analysis and results. This title has been widely discussed in several previous studies. The research results are not new and still follow existing research results. The methodology must be explained in more detail starting from variable indicators, validity, reliability, model suitability, and how the results relate to the research object. This article must be developed further with novelty that is different from previous research.
Comments to Editor:	

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Cogent Business & Management

Impact of Organizational Commitment on Individual Performance: Evident from Public Organization in Cambodia --Manuscript Draft--

Full Title:	Impact of Organizational Commitment on Individual Performance: Evident from Public Organization in Cambodia
Manuscript Number:	COGENTBUSINESS-2022-0114
Article Type:	Research Article
Keywords:	Organizational Commitment; Individual Performance; SEM; Employee Performance
Manuscript Classifications:	50.12.18 Public Administration & Management; 50.2.1 Psychological Science; 50.4.17 Organizational Communication; 50.4.20 Public Relations
Abstract:	This study aims to determine the relationship between organizational commitment and individual performance in Cambodian public organizations. It seeks to determine the effectiveness of different types of organizational commitment on each participant's individual performance. A self-administered questionnaire was used to conduct the survey. The data was collected from a randomly chosen sample of 256 employees at a Cambodian public organization and analyzed using structural equation modeling (SEM). As a result of the three types of organizational commitment, the employee of a public organization in Cambodia performs viably. Thus, the results are critical for both theoretical and practical implications. Likewise, it provided critical insights into the organizational commitment characteristics of Cambodian public organizations and their impact on employee performance, contributing significantly to the body of knowledge on organizational behavior. Unfortunately, literature on individual performance is limited, particularly in emerging nations, most notably Cambodia.

Impact of Organizational Commitment on Individual Performance: Evident from Public Organization in Cambodia

Bora Ly¹

Abstract

This study aims to determine the relationship between organizational commitment and individual performance in Cambodian public organizations. It seeks to determine the effectiveness of different types of organizational commitment on each participant's individual performance. A self-administered questionnaire was used to conduct the survey. The data was collected from a randomly chosen sample of 256 employees at a Cambodian public organization and analyzed using structural equation modeling (SEM). As a result of the three types of organizational commitment, the employee of a public organization in Cambodia performs viably. Thus, the results are critical for both theoretical and practical implications. Likewise, it provided critical insights into the organizational commitment characteristics of Cambodian public organizations and their impact on employee performance, contributing significantly to the body of knowledge on organizational behavior. Unfortunately, literature on individual performance is limited, particularly in emerging nations, most notably Cambodia.

Keywords: Organizational Commitment, Individual Performance, SEM, Employee Performance.

¹ Bora Ly, PhD student at College of Graduate Studies, Walailak University, THAILAND

Introduction

Organizational success depends heavily on its employees, mainly if they are performed and committed well (Albrecht, 2010). When employees present a strong commitment to the organization, they benefit the organization by helping it make improvements that go beyond normal operations and adding new strategies for growth and expansion (Herold et al., 2008). Because of this, organizations aim to guarantee that they have committed employees since they consider that their staff will remain supportive and committed to the growth and changes of the organization (Brooks, 2009). However, individuals cannot remain committed and perform well unless they are motivated and supported by their organization, which is why human resource management should attempt to boost employee commitment (Malik & Naeem, 2013). Consequently, committed employees have a strong attachment to the organization and can appreciate its value, which motivates them to perform better in order to help the organization meet its objectives (Mowday, Porter, & Steers, 2013). Committed employees embrace the organization's values, mission, and goal and work extra hard to help the organization achieve its goals (Mowday et al., 2013).

Organizational commitment is a psychological bond between employees and their employer that reduces the likelihood of voluntary turnover (Allen & Meyer, 1990; Mathieu & Zajac, 1990). It is in the interest of employers to keep their staff longer and perform well so that the costs of replacement are avoided. Therefore, they aim to develop a strategy to boost employee performance. The organization cannot flourish without committed employees who work efficiently (Albrecht, 2010). Thus, employee commitment to their organization is vital. It is associated with various work-related results, including job satisfaction and engagement, motivation, and turnover (Allen & Meyer, 1996; Mathieu & Zajac, 1990; Meyer et al., 2002; Mowday et al., 2013). Thus, researchers sought to identify determinants of enhanced employee commitment. These variables included situational factors (e.g., work attributes) to individual antecedents (e.g., locus of control) (Coleman, Irving, & Cooper, 1999; Mathieu & Zajac, 1990; Meyer et al., 2002). Due to the prevalence of situational determinants, individual factors have limited effectiveness for organizational commitment (Irving & Meyer, 1994; Meyer, Bobocel, & Allen, 1991; Meyer et al., 2002). Organizational commitment can be predicted based on

individual differences; nevertheless, these impacts may be misunderstood. Situational antecedents may have a moderate impact on individual differences. While organizational support is crucial for commitment formation (Rhoades, Eisenberger, & Armeli, 2001), its impacts are likely to be more visible in compassionate individuals (Johnson & Chang, 2008).

This study proposes that individual performances have such an impact on the salience antecedents of organizational commitment. Individual performance is defined according to the principles of the organization and the contribution to the achievement of the organization, and it is evaluated by the extent to which everyone contributes to organizational success (Hafiz, 2017). The quantity and quality of the work indicate that employee performance is equal to productivity (Yeh & Hong, 2012). Therefore, this study seeks to analyze and evaluate the hypothesis that individual performance reflects the relative importance of various antecedents in anticipating commitment, specifically in Cambodia. It will also analyze organizational commitment and individual performance to fill a knowledge gap. As a boundary constraint, the paper evaluates organizational commitment and individual performance in the following sections.

Organizational Commitment (OC)

The notion of organizational commitment (OC) has been studied extensively for many years. Porter et al. (1974) explain OC as the degree to which individuals have feelings and emotions toward their organization. According to Reichers (1985), organizational commitment relates to how employees are involved in the organization. Kohli and Jaworski (1990) determined that committed employees work cooperatively to accomplish the organization's common goals. According to Akram, Afzal, and Ramay (2017), committed employees have a particular attitude that may be measured using various variables. Thus, Vakola and Nikolaou (2005) set forth three-dimensional commitments: acceptance of organizational principles and standards, desire to make the best and extra effort to accomplish organizational goals, and a strong appeal to be a part of the organization. Various authors agree that OC can be sorted into three forms: affective, continuance, and normative (e.g., Allen & Meyer, 1990; Arnold et al., 2016; Colquitt, Lepine, & Wesson, 2019; Meyer et al., 2002).

Affective Commitment (AC)

Mowday et al. (1982) realized AC in four elements: individual attributes, job-related factors, structural attributes, and work experience. Initially, individuals are committed to a variety of motives, including their professional ethics (Buchanan, 1974; Kidron, 1978), individual obligations (Griffin & Bateman, 1986; Mowday et al., 1982), work-related and individual preferences (Dubin, Champoux, & Porter, 1975) when it comes to personal attributes. These factors exhibit how employees' inclination to make commitments varies across the board (Griffin & Bateman, 1986; Mowday et al., 1982). Another contributing aspect is environmental conditions (Meyer & Allen, 1991). Also, the more closely personal traits match the environment, the more vigorous the reaction (Hackman & Oldham, 1976; Hulin & Blood, 1968), and vice versa.

Second, employee commitment is also connected to structural considerations (Meyer & Allen, 1991). Since most research on organizational structure and employee commitment is less direct (Glisson & Durick, 1988; Podsakoff, Williams, & Todor, 1986), the organizational structure affects employee-subjective interaction and role clarity (Meyer & Allen, 1991). It encourages employees to sense an emotional connection, contributing to their affective commitment.

Third, job-related aspects are equally crucial to individual commitment (Joiner & Bakalis, 2006; Meyer & Allen, 1991). Individual commitment is influenced by job-related characteristics, such as coworkers' and supervisors' support and access to resources (Joiner & Bakalis, 2006). According to Eisenberger et al. (1986), organizational support significantly impacts individual commitment, and they are more likely to return to organizations that assist them well. Equally, friendliness with colleagues impacts affective employee commitments, making employees committed firmly (Mottaz, 1988).

Conclusively, studies on the job experience and affective commitment substantially vary when comparing individual and organizational characteristics (Meyer & Allen, 1991). For example, psychological and physical comfort requirements are two sorts of work experience that impact the competitiveness of the workers (Angle & Perry, 1981; Buchanan, 1974; Meyer & Allen, 1987, 1988) and affective commitment (Blau, 1986; Lee, 1971; Meyer & Allen, 1987; Ogilvie, 1986; Rhodes & Steers, 1981).

Continuance Commitment (CC)

According to Meyer and Allen (1991), CC involves employees working continuously. These commitments often are based on benefits. They further argue that employee sensitivity of the costs of leaving the employer is a condition for CC, as anything can increase costs. Similarly, the longer an employee continues with an organization, the more advantages accrue, the more specialized skills are developed, the more access to resources, and solid connections and seniority within the organization unfolds. Therefore, employees need to continue with the organization to maintain their current resources (Meyer & Allen, 1991).

Some studies indicate that age and service length affect individual commitment (e.g., Aranya & Jacobson, 1975; Becker, 1960; Ferris & Aranya, 1983; Parasuraman & Alutto, 1984). The odds of a younger employee quitting the organization during work time are more remarkable because less work experience represents a lower cost of departing the organization than older workers with more experience (Meyer & Allen, 1984). Also, the magnitude of the organization's investment impacts the CC (Farrell & Rusbult, 1981). According to Meyer and Allen (1991), the market attractiveness of alternative investments declines as an organization's appeal to personnel increases and employee commitment increases. Consequently, employees' satisfaction with their job is becoming a factor in the CC of an individual (Meyer & Allen, 1991).

Normative Commitment (NC)

NC research is limited and more conceptual than empirical (Meyer & Allen, 1991). According to Bergman (2006), NC refers to the employee-organizational relationship. It is based on an organization's willingness to reward personnel (Wiener, 1982). Before entering or joining an organization, individuals are exposed to regulatory pressure imposed by society. Employees who perceive that social norms motivate their rewards (Meyer & Allen, 1991) will make normative commitments. According to Wiener (1982), the requirement to remain with the organization was regarded as NC in the 1980s. Some scholars concluded that NC indicates mutual benefit for employers and employees (Meyer et al., 2002).

Organizational commitment influences

Numerous scholars have discussed the critical nature of commitment to organizational influences. For example, job performance and OC are more strongly connected for individual performance (Meyer & Allen, 1997), individual performance and OC are strongly correlated for a

salesperson (Oh, Rutherford, & Park, 2014). Thus, acceptance toward the OC plays an essential role in enhancing performance and integrity (Chapman & Galston, 1992; Comte-Sponville, 2001). Specifically, various factors influence an OC, such as the commitment toward a job, people, own self, the organization, and the stakeholder (Somers & Birnbaum, 2000; Wang, 2021).

Commitment towards a job is an individual's perception of their employment (Peng et al., 2016). Individual satisfaction is a measure of how well they are doing their jobs (Bhatti & Qureshi, 2007). However, only a few organizations place a strong emphasis on making their employees satisfied (Bhatti & Qureshi, 2007). Organizations have failed to recognize that their employees prefer to work for a more productive and innovative organization. Employees are eager to commit when they believe their employers can be content and satisfied with their work. Therefore, job satisfaction, OC, and turnover are correlated (Mosadeghrad, Ferlie, & Rosenberg, 2008). They further claim that satisfied workers are more active and prefer to retain, whereas unsatisfied workers desire to quit.

Numerous characteristics of employees' interpersonal contact and interactions with coworkers are favorable, indicating that employees' personal and environmental elements are favorable (Leiter & Maslach, 1988), and they will demonstrate a willingness to commit to the organization. This is a ***commitment toward people***. Personal attributes that determine commitment levels include gender, age, and educational level. According to Al-Ajmi (2006), there is a gender difference in workplace commitment, but not in the level of commitment, whereas Khalili and Asmawi (2012) discovered that females have a higher level of NC than males. Employee ages are another important personal component that influences commitment (Finegold, Mohrman, & Spreitzer, 2002).

Additionally, environmental conditions influence organizational commitment. Communication is the first environmental aspect to consider. Excessive interpersonal communication changes the feeling of the employee, creates excessive spread and loss, and ultimately leads to decreased personal performance and a decrease in burnout (Leiter & Maslach, 1988).

Attitude and perception are critical for individuals (Cable & DeRue, 2002). Communication quality influences organizational commitment. Employees can obtain job-related information

through effective communication (de Ridder, 2004), enhancing their involvement and positively impacting affective, normative, and continuance commitment (Albdour & Altarawneh, 2014). Similarly, strong relationships between employees and management can enhance the working conditions by lowering employee burnout and inspiring them to remain with the organization (Mathieu & Zajac, 1990). Similarly, as organizations create a safe working environment and prioritize employee safety, employee commitment increases (DeJoy et al., 2010).

Buchanan (1974) asserts that ***commitment towards oneself*** develops a reward-based exchange relationship between employee and organization. A shift in organizational direction affects the employee's commitment (Vakola & Nikolaou, 2005). Thus, individuals are comfortable with change while also committing to the organization. If the organization's interests conflict with the employees' interests, they will choose to abandon their commitment to the organization to pursue their objectives (Vakola & Nikolaou, 2005). Vakola and Nikolaou further claim that individuals attend the organization to pursue a consistent work environment with their abilities and professional objectives.

Similarly, employee commitment rises when an organization can achieve their demands, abilities, and expectations. Therefore, individuals will embrace their progress (Vakola & Nikolaou, 2005). According to Whitener (2001), human resource management methods such as performance appraisal, promotion, reward, and training play a crucial role in fostering employee motivation and commitment. Thus, individuals are more likely to continue with an organization if they feel appreciated for their efforts and vice versa.

Commitment towards the organization is often based on the identity of the organization, and how highly the organization is recognized helps employees voluntarily commit to continue working (Hup Chan, 2006). Furthermore, employees benefit from organizational identity because it helps them comprehend their experiences, organize their thoughts, develop strategies, and feel accomplished (Cheney, 1983). Thus, organizational identity is correlated with employee retention (Wan-Huggins, Riordan, & Griffeth, 1998). Equally, organizational commitment is significantly correlated with employee satisfaction (Myers & Oetzel, 2003), and motivation and work input are positively associated with organizational identification (Van Knippenberg & Van Schie, 2000). Besides, effective communication is necessary for human development, which

signifies that the organization embraces its employees and volunteers to work for the organization (Papa, Auwal, & Singhal, 1997). Consequently, individuals of a developing organization are eager to commit to it due to their high regard for it (Hup Chan, 2006).

Furthermore, a **stakeholder** is a critical component of organizational commitment. Although numerous researchers have made significant contributions to stakeholder theories (e.g., Bergami & Bagozzi, 2000; Carmeli, 2005; Carmeli & Freund, 2002; Dukerich, Golden, & Shortell, 2002), numerous relationships vary substantially, and these concepts focus on commitment and organizational identification (Carmeli, Gilat, & Weisberg, 2006). Therefore, the organization should assess its commitment to understanding the essence of stakeholders (Donaldson & Preston, 1995; Freeman, 2015). In addition, employees hold varying degrees of influence on various stakeholders, resulting in different levels of employee commitment to the organization (Carmeli et al., 2006), which will influence the willingness of employees to commit the organization to continue working.

Individual Performance (IP)

IP is characterized as individual outcomes and behavior related to organizational goals and supports them (Vel, Park, & Liu, 2018). Also, it is a compilation of individual work accomplishments and values (Hafiz, 2017; Jalalkamali et al., 2016). Thus, it implies the volume of individual triumphs while carrying out work obligations (Daniel & Purwanti, 2015). Individual performance includes any actions taken by an employee that help the organization achieve its goals, whether direct or indirect (Campbell, 1990). The concept of individual performance is bound up with numerous multiple aspects (Borman & Motowidlo, 1997; Koopmans et al., 2014; Koopmans et al., 2011; Motowidlo, Borman, & Schmit, 1997). Alternatively, an individual task and contextual performance characteristics constitute the most comprehensive set of individual performance factors (Borman & Motowidlo, 1997; Motowidlo et al., 1997). The ability of an individual to do a task is the most crucial factor in measuring their performance since it measures the efficiency and work contributes to the technical core of the organization (Yang & Hwang, 2014).

Organizational commitment and individual performance

Various studies have discovered different relationships between OC and IP. For example, Meyer et al. experimented in 2002 on the relationship between OC and IP based on three types of commitments. They concluded that AC has the strongest correlation with IP; NC has a positive correlation with IP but is not as strong as an AC, and CC has a negative correlation with IP. Nevertheless, Memari, Mahdiah, and Marnani (2013) proved in their research that all three forms of commitment had a positive impact on IP. An additional study by Khan et al. (2010) discovered a positive correlation between OC and IP, but when they compared three forms of commitment to IP, they noticed that NC is the most significant impact on IP. Similarly, AC is correlated with higher IP, and CC negatively correlates with IP (Clarke, 2006). Based on these findings, this work proposes:

H1: Affective organizational commitment is positively associated with individual performances.

H2: Normative organizational commitment is positively associated with individual performances.

H3: Continuance of organizational commitment is positively associated with individual performances.

Methodology

This work used a quantitative approach. The purposive and convenience sampling methods were used to determine the sample of 300 personnel at the public organization in Siem Reap, Cambodia. The 5-point Likert scale ranging from 1 to 5 (strongly disagree to strongly agree) was measured the OC and IP in this paper. OC was measured using 16 original items adapted from Allen and Meyer (1990), five representing AC, six on CC, and five representing NC. IP was measured using four items which respondents were asked to show their specific perception as follows: (1) I am satisfied that my work performance is improving, (2) My result is improving because of positivity, (3) I understand organization policies and focus on the objective and outcome, and (4) I believe I can contribute more to the success of the organization.

An overall response rate of 85.3% was obtained when 256 of the 300 questionnaires were collected. Because surveys need a response rate of 30% or above, this legitimate response rate is ample for data analysis (Sekaran, 2003). Furthermore, the profile of respondents revealed that

59.4% are male, 40.6% female, 77.7% aged 18–35 years, 21.9% aged 36–52 years, and 0.4% aged over 52 years. In addition, 52.3% of the respondents had an undergraduate education level, 45.3% graduate, 2% postgraduate, and 0.4% vocational qualification.

SEM-AMOS was best suited for multivariate analysis based on the study model. It is a robust software package for performing multivariate analysis and functionalities such as regression, correlation, analysis of variance, confirmatory factor analysis, path analysis, mediation effect, moderation effect, and diagram to explain causal model determination (Arbuckle, 2011; Collier, 2020; Hair et al., 2018). Also, to meet multivariate analysis requirements, data screening and descriptive analysis were conducted SPSS version 25.

The organizational commitment (AC, CC, and CC) and IP items were subjected to a principal components analysis (PCA) using the procedure outlined (Pallant, 2020). The data were first evaluated for their suitability for PCA. Correlation coefficients of 0.3 and above were identified in a significant number of cases in the correlation matrix. In addition, the Kaiser-Meyer-Olkin measure of sampling adequacy was 0.83, above the recommended value of 0.60 (Pallant, 2020), and Bartlett's test of sphericity was significant at $p < 0.001$.

Measurement model

The evaluation of the measurement model involves examining for internal consistency, convergent validity, and discriminant validity (Hair et al., 2016; Hair, Ringle, & Sarstedt, 2011; Henseler, Ringle, & Sinkovics, 2009). Composite reliability and Cronbach's alpha values were used to compute the internal consistency of the constructs. It was also essential to calculate convergent validity using the average variance extracted (AVE). **Table 1** summarizes the detail of the measurement model assessment (CR, AVE, and Cronbach's alpha).

Table 1. Validity Analysis

Construct	CR	AVE	Cronbach's alpha	NC	IP	AC	CC
NC	0.979	0.903	0.980	0.950			
IP	0.778	0.501	0.761	0.153***	0.708		
AC	0.839	0.517	0.840	0.088	0.337***	0.719	
CC	0.886	0.568	0.880	0.052	0.355***	0.517***	0.754

† $p < 0.100$, * $p < 0.050$, ** $p < 0.010$, *** $p < 0.001$

As shown in **Table 1**, all constructions have adequate internal consistency with composite reliability and Cronbach's alpha values > 0.70 (Hair et al., 2011). Equally, each construct has an AVE above 0.50 (Hair et al., 2010), demonstrating satisfactory convergent validity. Alternatively, the square root of AVE values for each construct must be greater than values inside the same line of the correlation matrix to determine discriminant validity (Fornell & Larcker, 1981).

Structural model

SEM-AMOS was used to test hypotheses (see **Table 2**) to explore the role of AC, CC, and CC with an IP relationship. All hypotheses showed a significant correlation between the investigated variables. Before proceeding with the SEM, it is critical to ensure that the measurement model fits the data well (Awang, 2015; Kline, 2016; Schumacker & Lomax, 2004). Also, various conformity index values should be employed to more precisely determine the model's compatibility, as fit indices differ in their ability to evaluate the harmony between the theoretical model and the actual data (Büyüköztürk et al., 2004). Hair, Black, and Babin (2009) suggest that current research does not need to disclose all fit indices because a standard set is appropriate in a wide range of settings. They recommend that Standardized Root Mean Residual (SRMR) < 0.09 is acceptable, as well as the Comparative Fit Index (CFI) > 0.90. Also, when the χ^2/df value is less than 5.0, hypothesis models are regarded to correspond to the analyzed data (Marsh & Hocevar, 1985).

Table 2. Structural Model Test Results

<i>Hypothesized Relationships</i>	Standardized Estimates (β)	<i>t</i> -values	Decision
H1: AC -> IP	.200 *	2.397	Supported
H2: NC -> IP	.122 *	2.042	Supported
H3: CC -> IP	.245 **	3.084	Supported

Model Fit Statistics:

$\chi^2 = 567.70$, $df = 161$, $p < .001$, $\chi^2/df = 3.52$, CFI = .91, SRMR = .08

† $p < 0.100$, * $p < 0.050$, ** $p < 0.010$, *** $p < 0.001$

Discussion and conclusion

This study aims to establish empirical evidence that may be used to forecast the relationship between OC and IP in public organizations. It is critical for human resource practices,

individual attitudes and behaviors, specifically organizational commitment, and individual performance in Cambodia's public organization. Additionally, this paper covers the formulation of relevant and vital hypotheses based on organizational commitment and previous findings. The hypotheses establish a framework for determining if the proposed model fits the data collection. The literature review also highlights the significant contributions within this experiment to the body of knowledge regarding the antecedents and effects of the OC-IP relationship.

The results in **Table 2** indicate a substantial direct relationship between AC and IP ($\beta = 0.200$, $t = 2.397$, $p < 0.05$), which indicates the acceptance of H1. This finding confirms the preliminary empirical study was establishing the AC–IP correlation (Khan et al., 2010; Memari et al., 2013; Meyer et al., 2002). Furthermore, it is consistent with the OC to support individuals with sentiments and emotions toward their organization. Hence, the H1 result presents that the Cambodian public organization will exhibit improved IP when it effectively commits them. In other words, the findings demonstrate that employees are committed to working for this organization for a longer period because employees feel empowered and encouraged and have a stronger sense of belonging and OC. Therefore, their AC would grow as it meets their prime demands of prestige, self-expression, acknowledgment, and psychological significance (Kundu & Kumar, 2017).

Moreover, findings indicates that there is a significant positive relationship between the NC and IP ($\beta = 0.122$, $t = 2.042$, $p < 0.05$). Thus, H2 is accepted. It is also in line with previous results of other studies (Khan et al., 2010; Memari et al., 2013) that NC positively impacts IP. Thus, individuals are more inclined to make a normative commitment to an organization if their compensation is fair and they feel appreciated (Meyer & Allen, 1991). It indicates that the NC of an organization has a significant impact on the performance of its employees. Employees who are willing to accomplish the job are more likely to be satisfied with their tasks, which keeps them motivated to do them well. According to Gurses and Demiray (2009), individuals having a strong sense of OC will be more willing to work for and remain with the organization, resulting in increased work performance. Also, the attitudes and behaviors of individuals change because of their commitment (Porter et al., 1974). Therefore, the commitment of employees to the organization grows stronger as they strive to meet the organization's objectives among public

organizations in Cambodia. Equally, individuals that perform well at work should be recognized and rewarded, which would enhance their effectiveness and help them perform better. It has been proven that increasing willingness of individual leads to better results because willingness is an essential part in ensuring that they are ready to complete their duties in any activities.

Equally, H3 investigated the direct effect of CC attributes on IP. Based on the analysis outcomes, the CC ($\beta = 0.245$, $t = 3.084$, $p < 0.01$) has a significant positive result on IP. Therefore, H3 is supported. Furthermore, this significant correlation was supported by previous studies (Khan et al., 2010; Memari et al., 2013; Meyer et al., 2002). According to Wang (2015), continuance committed individuals are concerned about their job security and actively adhere to organizational principles to keep their employment. Correctly, when individuals are content with their jobs, they are inclined to remain with an organization for an extended time (Bhatti & Qureshi, 2007). Also, it reflects the belief for employees to remain in the organization since they may incur costs (e.g., economic and social costs) regarding the organization if they quit.

Notably, individuals engage in similarities in behavior because of the incentives to do so (Becker, 1960). Therefore, organizations use several retention incentives to retain employees, such as employment status, seniority, and benefits. Long-term employee benefits (e.g., pensions and medical care) should be provided to individuals to increase the perceived cost of leaving an organization. Besides, organizations should continually develop the competencies of their employees, especially those that are difficult to transfer to other organizations (Allen & Meyer, 1990). This could allow an organization to improve the employability of its personnel while also decreasing the likelihood of staff leaving. Therefore, strong CC indicates that these benefits mount, rendering employees are more inclined to continue in the organization.

Furthermore, the motives included in CC highlighted that individuals behave in their self-interest (Becker, 1960). In a similar vein, motivations to remain are the main factor in CC (Meyer & Allen, 1997). As a result, better IP is dependent on the ability of employees to embrace the organization. Therefore, public organizations must be acquainted with CC. However, the CC individual is more inclined to leave the organization after the cost-benefit ratio has reached equilibrium. Hence, organizations should improve AC to long-term goals besides increasing their CC (Suliman & Iles, 2000).

Finally, this research informs existing literature about the importance of organizational commitment on individual performance. According to Allen and Meyer (1990), an individual “with strong affective commitment remain because they want to, those with strong continuance commitment because they need to, and those with strong normative commitment because they feel they ought to do so” (p. 3). As a result of the three types of organizational commitment, employees of public organizations in Cambodia perform viably. This will contribute to the organization's prosperity and success. Therefore, the results of the study have theoretical and practical significance. Furthermore, the analysis has highlighted essential insights into the organizational commitment attributes of Cambodian public organizations that play a significant role in satisfying employees' performance attributes.

The past empirical studies on OC and IP suggest that commitment impacts individual behaviors, especially their commitment to an organization. Thus, organizations should ensure that individuals are committed to their professions and the organization, as these employees are less likely to leave. Alternatively, they may consider leaving the organization when limited career growth opportunities. Significantly, Iles, Mabey, and Robertson (1990) believed that the relationship between HR management practices and individual commitment might be more complicated than it sounds. This suggests that when employees are treated well, they are more psychologically committed to their organization. Also, individuals who do not feel appreciated or supported at work are less inclined to remain committed to the organization, leading to burnout.

Similarly, there has been much discussion on how organizational characteristics can influence the attitudes and behaviors of an individual (Mathieu & Zajac, 1990; Meyer & Allen, 1991). Essentially, this is a psychological contract that depicts how individuals view their organizations and their own mutual commitments. For example, employees will work hard when they are appreciated, compensated, facilitated, respected, and thought of as part of the organization for their employment prospects. Accordingly, they accomplish their work cheerfully, efficiently, and effectively, commit to organizations, and continue if its practices meet their aspirations.

Limitations and Future research

Notwithstanding that this work focused on an in-depth examination of an OC and IP, and the study found all hypothesized correlations to be valid, certain limitations must be acknowledged. A focus solely on a single Cambodian public organization inhibits generalizability, as the diversity of employment and organizational culture may impede generalization. Additionally, all latent variables were examined using self-report measures associated with common method variance bias (Podsakoff et al., 2003) and social desirability bias (Podsakoff & Organ, 1986). Therefore, future research on this domain would focus on longitudinal design may be critical for verifying and comparing the findings of this study.

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Impact of Organizational Commitment on Individual Performance: Evident from Public Organization in Cambodia --Manuscript Draft--

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Abstract:	This study aims to determine the relationship between organizational commitment and individual performance in Cambodian public organizations. It seeks to determine the effectiveness of different types of organizational commitment on each participant's individual performance. A self-administered questionnaire was used to conduct the survey. The data was collected from a randomly chosen sample of 256 employees at a Cambodian public organization and analyzed using structural equation modeling (SEM). As a result of the three types of organizational commitment, the employee of a public organization in Cambodia performs viably. Thus, the results are critical for both theoretical and practical implications. Likewise, it provided critical insights into the organizational commitment characteristics of Cambodian public organizations and their impact on employee performance, contributing significantly to the body of knowledge on organizational behavior. Unfortunately, literature on individual performance is limited, particularly in emerging nations, most notably Cambodia.

Impact of Organizational Commitment on Individual Performance: Evident from Public Organization in Cambodia

Bora Ly¹

Abstract

This study aims to determine the relationship between organizational commitment and individual performance in Cambodian public organizations. It seeks to determine the effectiveness of different types of organizational commitment on each participant's individual performance. A self-administered questionnaire was used to conduct the survey. The data was collected from a randomly chosen sample of 256 employees at a Cambodian public organization and analyzed using structural equation modeling (SEM). As a result of the three types of organizational commitment, the employee of a public organization in Cambodia performs viably. Thus, the results are critical for both theoretical and practical implications. Likewise, it provided critical insights into the organizational commitment characteristics of Cambodian public organizations and their impact on employee performance, contributing significantly to the body of knowledge on organizational behavior. Unfortunately, literature on individual performance is limited, particularly in emerging nations, most notably Cambodia.

Keywords: Organizational Commitment, Individual Performance, SEM, Employee Performance.

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Introduction

Organizational success depends heavily on its employees, mainly if they are performed and committed well (Albrecht, 2010). When employees present a strong commitment to the organization, they benefit the organization by helping it make improvements that go beyond normal operations and adding new strategies for growth and expansion (Herold et al., 2008). Because of this, organizations aim to guarantee that they have committed employees since they consider that their staff will remain supportive and committed to the growth and changes of the organization (Brooks, 2009). However, individuals cannot remain committed and perform well unless they are motivated and supported by their organization, which is why human resource management should attempt to boost employee commitment (Malik & Naeem, 2013). Consequently, committed employees have a strong attachment to the organization and can appreciate its value, which motivates them to perform better in order to help the organization meet its objectives (Mowday, Porter, & Steers, 2013). Committed employees embrace the organization's values, mission, and goal and work extra hard to help the organization achieve its goals (Mowday et al., 2013).

Organizational commitment is a psychological bond between employees and their employer that reduces the likelihood of voluntary turnover (Allen & Meyer, 1990; Mathieu & Zajac, 1990). It is in the interest of employers to keep their staff longer and perform well so that the costs of replacement are avoided. Therefore, they aim to develop a strategy to boost employee performance. The organization cannot flourish without committed employees who work efficiently (Albrecht, 2010). Thus, employee commitment to their organization is vital. It is associated with various work-related results, including job satisfaction and engagement, motivation, and turnover (Allen & Meyer, 1996; Mathieu & Zajac, 1990; Meyer et al., 2002; Mowday et al., 2013). Thus, researchers sought to identify determinants of enhanced employee commitment. These variables included situational factors (e.g., work attributes) to individual antecedents (e.g., locus of control) (Coleman, Irving, & Cooper, 1999; Mathieu & Zajac, 1990; Meyer et al., 2002). Due to the prevalence of situational determinants, individual factors have limited effectiveness for organizational commitment (Irving & Meyer, 1994; Meyer, Bobocel, & Allen, 1991; Meyer et al., 2002). Organizational commitment can be predicted based on

individual differences; nevertheless, these impacts may be misunderstood. Situational antecedents may have a moderate impact on individual differences. While organizational support is crucial for commitment formation (Rhoades, Eisenberger, & Armeli, 2001), its impacts are likely to be more visible in compassionate individuals (Johnson & Chang, 2008).

This study proposes that individual performances have such an impact on the salience antecedents of organizational commitment. Individual performance is defined according to the principles of the organization and the contribution to the achievement of the organization, and it is evaluated by the extent to which everyone contributes to organizational success (Hafiz, 2017). The quantity and quality of the work indicate that employee performance is equal to productivity (Yeh & Hong, 2012). Therefore, this study seeks to analyze and evaluate the hypothesis that individual performance reflects the relative importance of various antecedents in anticipating commitment, specifically in Cambodia. It will also analyze organizational commitment and individual performance to fill a knowledge gap. As a boundary constraint, the paper evaluates organizational commitment and individual performance in the following sections.

Organizational Commitment (OC)

The notion of organizational commitment (OC) has been studied extensively for many years. Porter et al. (1974) explain OC as the degree to which individuals have feelings and emotions toward their organization. According to Reichers (1985), organizational commitment relates to how employees are involved in the organization. Kohli and Jaworski (1990) determined that committed employees work cooperatively to accomplish the organization's common goals. According to Akram, Afzal, and Ramay (2017), committed employees have a particular attitude that may be measured using various variables. Thus, Vakola and Nikolaou (2005) set forth three-dimensional commitments: acceptance of organizational principles and standards, desire to make the best and extra effort to accomplish organizational goals, and a strong appeal to be a part of the organization. Various authors agree that OC can be sorted into three forms: affective, continuance, and normative (e.g., Allen & Meyer, 1990; Arnold et al., 2016; Colquitt, Lepine, & Wesson, 2019; Meyer et al., 2002).

Affective Commitment (AC)

Mowday et al. (1982) realized AC in four elements: individual attributes, job-related factors, structural attributes, and work experience. Initially, individuals are committed to a variety of motives, including their professional ethics (Buchanan, 1974; Kidron, 1978), individual obligations (Griffin & Bateman, 1986; Mowday et al., 1982), work-related and individual preferences (Dubin, Champoux, & Porter, 1975) when it comes to personal attributes. These factors exhibit how employees' inclination to make commitments varies across the board (Griffin & Bateman, 1986; Mowday et al., 1982). Another contributing aspect is environmental conditions (Meyer & Allen, 1991). Also, the more closely personal traits match the environment, the more vigorous the reaction (Hackman & Oldham, 1976; Hulin & Blood, 1968), and vice versa.

Second, employee commitment is also connected to structural considerations (Meyer & Allen, 1991). Since most research on organizational structure and employee commitment is less direct (Glisson & Durick, 1988; Podsakoff, Williams, & Todor, 1986), the organizational structure affects employee-subjective interaction and role clarity (Meyer & Allen, 1991). It encourages employees to sense an emotional connection, contributing to their affective commitment.

Third, job-related aspects are equally crucial to individual commitment (Joiner & Bakalis, 2006; Meyer & Allen, 1991). Individual commitment is influenced by job-related characteristics, such as coworkers' and supervisors' support and access to resources (Joiner & Bakalis, 2006). According to Eisenberger et al. (1986), organizational support significantly impacts individual commitment, and they are more likely to return to organizations that assist them well. Equally, friendliness with colleagues impacts affective employee commitments, making employees committed firmly (Mottaz, 1988).

Conclusively, studies on the job experience and affective commitment substantially vary when comparing individual and organizational characteristics (Meyer & Allen, 1991). For example, psychological and physical comfort requirements are two sorts of work experience that impact the competitiveness of the workers (Angle & Perry, 1981; Buchanan, 1974; Meyer & Allen, 1987, 1988) and affective commitment (Blau, 1986; Lee, 1971; Meyer & Allen, 1987; Ogilvie, 1986; Rhodes & Steers, 1981).

Continuance Commitment (CC)

According to Meyer and Allen (1991), CC involves employees working continuously. These commitments often are based on benefits. They further argue that employee sensitivity of the costs of leaving the employer is a condition for CC, as anything can increase costs. Similarly, the longer an employee continues with an organization, the more advantages accrue, the more specialized skills are developed, the more access to resources, and solid connections and seniority within the organization unfolds. Therefore, employees need to continue with the organization to maintain their current resources (Meyer & Allen, 1991).

Some studies indicate that age and service length affect individual commitment (e.g., Aranya & Jacobson, 1975; Becker, 1960; Ferris & Aranya, 1983; Parasuraman & Alutto, 1984). The odds of a younger employee quitting the organization during work time are more remarkable because less work experience represents a lower cost of departing the organization than older workers with more experience (Meyer & Allen, 1984). Also, the magnitude of the organization's investment impacts the CC (Farrell & Rusbult, 1981). According to Meyer and Allen (1991), the market attractiveness of alternative investments declines as an organization's appeal to personnel increases and employee commitment increases. Consequently, employees' satisfaction with their job is becoming a factor in the CC of an individual (Meyer & Allen, 1991).

Normative Commitment (NC)

NC research is limited and more conceptual than empirical (Meyer & Allen, 1991). According to Bergman (2006), NC refers to the employee-organizational relationship. It is based on an organization's willingness to reward personnel (Wiener, 1982). Before entering or joining an organization, individuals are exposed to regulatory pressure imposed by society. Employees who perceive that social norms motivate their rewards (Meyer & Allen, 1991) will make normative commitments. According to Wiener (1982), the requirement to remain with the organization was regarded as NC in the 1980s. Some scholars concluded that NC indicates mutual benefit for employers and employees (Meyer et al., 2002).

Organizational commitment influences

Numerous scholars have discussed the critical nature of commitment to organizational influences. For example, job performance and OC are more strongly connected for individual performance (Meyer & Allen, 1997), individual performance and OC are strongly correlated for a

salesperson (Oh, Rutherford, & Park, 2014). Thus, acceptance toward the OC plays an essential role in enhancing performance and integrity (Chapman & Galston, 1992; Comte-Sponville, 2001). Specifically, various factors influence an OC, such as the commitment toward a job, people, own self, the organization, and the stakeholder (Somers & Birnbaum, 2000; Wang, 2021).

Commitment towards a job is an individual's perception of their employment (Peng et al., 2016). Individual satisfaction is a measure of how well they are doing their jobs (Bhatti & Qureshi, 2007). However, only a few organizations place a strong emphasis on making their employees satisfied (Bhatti & Qureshi, 2007). Organizations have failed to recognize that their employees prefer to work for a more productive and innovative organization. Employees are eager to commit when they believe their employers can be content and satisfied with their work. Therefore, job satisfaction, OC, and turnover are correlated (Mosadeghrad, Ferlie, & Rosenberg, 2008). They further claim that satisfied workers are more active and prefer to retain, whereas unsatisfied workers desire to quit.

Numerous characteristics of employees' interpersonal contact and interactions with coworkers are favorable, indicating that employees' personal and environmental elements are favorable (Leiter & Maslach, 1988), and they will demonstrate a willingness to commit to the organization. This is a ***commitment toward people***. Personal attributes that determine commitment levels include gender, age, and educational level. According to Al-Ajmi (2006), there is a gender difference in workplace commitment, but not in the level of commitment, whereas Khalili and Asmawi (2012) discovered that females have a higher level of NC than males. Employee ages are another important personal component that influences commitment (Finegold, Mohrman, & Spreitzer, 2002).

Additionally, environmental conditions influence organizational commitment. Communication is the first environmental aspect to consider. Excessive interpersonal communication changes the feeling of the employee, creates excessive spread and loss, and ultimately leads to decreased personal performance and a decrease in burnout (Leiter & Maslach, 1988).

Attitude and perception are critical for individuals (Cable & DeRue, 2002). Communication quality influences organizational commitment. Employees can obtain job-related information

through effective communication (de Ridder, 2004), enhancing their involvement and positively impacting affective, normative, and continuance commitment (Albdour & Altarawneh, 2014). Similarly, strong relationships between employees and management can enhance the working conditions by lowering employee burnout and inspiring them to remain with the organization (Mathieu & Zajac, 1990). Similarly, as organizations create a safe working environment and prioritize employee safety, employee commitment increases (DeJoy et al., 2010).

Buchanan (1974) asserts that ***commitment towards oneself*** develops a reward-based exchange relationship between employee and organization. A shift in organizational direction affects the employee's commitment (Vakola & Nikolaou, 2005). Thus, individuals are comfortable with change while also committing to the organization. If the organization's interests conflict with the employees' interests, they will choose to abandon their commitment to the organization to pursue their objectives (Vakola & Nikolaou, 2005). Vakola and Nikolaou further claim that individuals attend the organization to pursue a consistent work environment with their abilities and professional objectives.

Similarly, employee commitment rises when an organization can achieve their demands, abilities, and expectations. Therefore, individuals will embrace their progress (Vakola & Nikolaou, 2005). According to Whitener (2001), human resource management methods such as performance appraisal, promotion, reward, and training play a crucial role in fostering employee motivation and commitment. Thus, individuals are more likely to continue with an organization if they feel appreciated for their efforts and vice versa.

Commitment towards the organization is often based on the identity of the organization, and how highly the organization is recognized helps employees voluntarily commit to continue working (Hup Chan, 2006). Furthermore, employees benefit from organizational identity because it helps them comprehend their experiences, organize their thoughts, develop strategies, and feel accomplished (Cheney, 1983). Thus, organizational identity is correlated with employee retention (Wan-Huggins, Riordan, & Griffeth, 1998). Equally, organizational commitment is significantly correlated with employee satisfaction (Myers & Oetzel, 2003), and motivation and work input are positively associated with organizational identification (Van Knippenberg & Van Schie, 2000). Besides, effective communication is necessary for human development, which

signifies that the organization embraces its employees and volunteers to work for the organization (Papa, Auwal, & Singhal, 1997). Consequently, individuals of a developing organization are eager to commit to it due to their high regard for it (Hup Chan, 2006).

Furthermore, a **stakeholder** is a critical component of organizational commitment. Although numerous researchers have made significant contributions to stakeholder theories (e.g., Bergami & Bagozzi, 2000; Carmeli, 2005; Carmeli & Freund, 2002; Dukerich, Golden, & Shortell, 2002), numerous relationships vary substantially, and these concepts focus on commitment and organizational identification (Carmeli, Gilat, & Weisberg, 2006). Therefore, the organization should assess its commitment to understanding the essence of stakeholders (Donaldson & Preston, 1995; Freeman, 2015). In addition, employees hold varying degrees of influence on various stakeholders, resulting in different levels of employee commitment to the organization (Carmeli et al., 2006), which will influence the willingness of employees to commit the organization to continue working.

Individual Performance (IP)

IP is characterized as individual outcomes and behavior related to organizational goals and supports them (Vel, Park, & Liu, 2018). Also, it is a compilation of individual work accomplishments and values (Hafiz, 2017; Jalalkamali et al., 2016). Thus, it implies the volume of individual triumphs while carrying out work obligations (Daniel & Purwanti, 2015). Individual performance includes any actions taken by an employee that help the organization achieve its goals, whether direct or indirect (Campbell, 1990). The concept of individual performance is bound up with numerous multiple aspects (Borman & Motowidlo, 1997; Koopmans et al., 2014; Koopmans et al., 2011; Motowidlo, Borman, & Schmit, 1997). Alternatively, an individual task and contextual performance characteristics constitute the most comprehensive set of individual performance factors (Borman & Motowidlo, 1997; Motowidlo et al., 1997). The ability of an individual to do a task is the most crucial factor in measuring their performance since it measures the efficiency and work contributes to the technical core of the organization (Yang & Hwang, 2014).

Organizational commitment and individual performance

Various studies have discovered different relationships between OC and IP. For example, Meyer et al. experimented in 2002 on the relationship between OC and IP based on three types of commitments. They concluded that AC has the strongest correlation with IP; NC has a positive correlation with IP but is not as strong as an AC, and CC has a negative correlation with IP. Nevertheless, Memari, Mahdiah, and Marnani (2013) proved in their research that all three forms of commitment had a positive impact on IP. An additional study by Khan et al. (2010) discovered a positive correlation between OC and IP, but when they compared three forms of commitment to IP, they noticed that NC is the most significant impact on IP. Similarly, AC is correlated with higher IP, and CC negatively correlates with IP (Clarke, 2006). Based on these findings, this work proposes:

H1: Affective organizational commitment is positively associated with individual performances.

H2: Normative organizational commitment is positively associated with individual performances.

H3: Continuance of organizational commitment is positively associated with individual performances.

Methodology

This work used a quantitative approach. The purposive and convenience sampling methods were used to determine the sample of 300 personnel at the public organization in Siem Reap, Cambodia. The 5-point Likert scale ranging from 1 to 5 (strongly disagree to strongly agree) was measured the OC and IP in this paper. OC was measured using 16 original items adapted from Allen and Meyer (1990), five representing AC, six on CC, and five representing NC. IP was measured using four items which respondents were asked to show their specific perception as follows: (1) I am satisfied that my work performance is improving, (2) My result is improving because of positivity, (3) I understand organization policies and focus on the objective and outcome, and (4) I believe I can contribute more to the success of the organization.

An overall response rate of 85.3% was obtained when 256 of the 300 questionnaires were collected. Because surveys need a response rate of 30% or above, this legitimate response rate is ample for data analysis (Sekaran, 2003). Furthermore, the profile of respondents revealed that

59.4% are male, 40.6% female, 77.7% aged 18–35 years, 21.9% aged 36–52 years, and 0.4% aged over 52 years. In addition, 52.3% of the respondents had an undergraduate education level, 45.3% graduate, 2% postgraduate, and 0.4% vocational qualification.

SEM-AMOS was best suited for multivariate analysis based on the study model. It is a robust software package for performing multivariate analysis and functionalities such as regression, correlation, analysis of variance, confirmatory factor analysis, path analysis, mediation effect, moderation effect, and diagram to explain causal model determination (Arbuckle, 2011; Collier, 2020; Hair et al., 2018). Also, to meet multivariate analysis requirements, data screening and descriptive analysis were conducted SPSS version 25.

The organizational commitment (AC, CC, and CC) and IP items were subjected to a principal components analysis (PCA) using the procedure outlined (Pallant, 2020). The data were first evaluated for their suitability for PCA. Correlation coefficients of 0.3 and above were identified in a significant number of cases in the correlation matrix. In addition, the Kaiser-Meyer-Olkin measure of sampling adequacy was 0.83, above the recommended value of 0.60 (Pallant, 2020), and Bartlett's test of sphericity was significant at $p < 0.001$.

Measurement model

The evaluation of the measurement model involves examining for internal consistency, convergent validity, and discriminant validity (Hair et al., 2016; Hair, Ringle, & Sarstedt, 2011; Henseler, Ringle, & Sinkovics, 2009). Composite reliability and Cronbach's alpha values were used to compute the internal consistency of the constructs. It was also essential to calculate convergent validity using the average variance extracted (AVE). **Table 1** summarizes the detail of the measurement model assessment (CR, AVE, and Cronbach's alpha).

Table 1. Validity Analysis

Construct	CR	AVE	Cronbach's alpha	NC	IP	AC	CC
NC	0.979	0.903	0.980	0.950			
IP	0.778	0.501	0.761	0.153***	0.708		
AC	0.839	0.517	0.840	0.088	0.337***	0.719	
CC	0.886	0.568	0.880	0.052	0.355***	0.517***	0.754

† $p < 0.100$, * $p < 0.050$, ** $p < 0.010$, *** $p < 0.001$

As shown in **Table 1**, all constructions have adequate internal consistency with composite reliability and Cronbach's alpha values > 0.70 (Hair et al., 2011). Equally, each construct has an AVE above 0.50 (Hair et al., 2010), demonstrating satisfactory convergent validity. Alternatively, the square root of AVE values for each construct must be greater than values inside the same line of the correlation matrix to determine discriminant validity (Fornell & Larcker, 1981).

Structural model

SEM-AMOS was used to test hypotheses (see **Table 2**) to explore the role of AC, CC, and CC with an IP relationship. All hypotheses showed a significant correlation between the investigated variables. Before proceeding with the SEM, it is critical to ensure that the measurement model fits the data well (Awang, 2015; Kline, 2016; Schumacker & Lomax, 2004). Also, various conformity index values should be employed to more precisely determine the model's compatibility, as fit indices differ in their ability to evaluate the harmony between the theoretical model and the actual data (Büyüköztürk et al., 2004). Hair, Black, and Babin (2009) suggest that current research does not need to disclose all fit indices because a standard set is appropriate in a wide range of settings. They recommend that Standardized Root Mean Residual (SRMR) < 0.09 is acceptable, as well as the Comparative Fit Index (CFI) > 0.90. Also, when the χ^2/df value is less than 5.0, hypothesis models are regarded to correspond to the analyzed data (Marsh & Hocevar, 1985).

Table 2. Structural Model Test Results

<i>Hypothesized Relationships</i>	Standardized Estimates (β)	<i>t</i> -values	Decision
H1: AC -> IP	.200 *	2.397	Supported
H2: NC -> IP	.122 *	2.042	Supported
H3: CC -> IP	.245 **	3.084	Supported

Model Fit Statistics:

$\chi^2 = 567.70$, $df = 161$, $p < .001$, $\chi^2/df = 3.52$, CFI = .91, SRMR = .08

† $p < 0.100$, * $p < 0.050$, ** $p < 0.010$, *** $p < 0.001$

Discussion and conclusion

This study aims to establish empirical evidence that may be used to forecast the relationship between OC and IP in public organizations. It is critical for human resource practices,

individual attitudes and behaviors, specifically organizational commitment, and individual performance in Cambodia's public organization. Additionally, this paper covers the formulation of relevant and vital hypotheses based on organizational commitment and previous findings. The hypotheses establish a framework for determining if the proposed model fits the data collection. The literature review also highlights the significant contributions within this experiment to the body of knowledge regarding the antecedents and effects of the OC-IP relationship.

The results in **Table 2** indicate a substantial direct relationship between AC and IP ($\beta = 0.200$, $t = 2.397$, $p < 0.05$), which indicates the acceptance of H1. This finding confirms the preliminary empirical study was establishing the AC–IP correlation (Khan et al., 2010; Memari et al., 2013; Meyer et al., 2002). Furthermore, it is consistent with the OC to support individuals with sentiments and emotions toward their organization. Hence, the H1 result presents that the Cambodian public organization will exhibit improved IP when it effectively commits them. In other words, the findings demonstrate that employees are committed to working for this organization for a longer period because employees feel empowered and encouraged and have a stronger sense of belonging and OC. Therefore, their AC would grow as it meets their prime demands of prestige, self-expression, acknowledgment, and psychological significance (Kundu & Kumar, 2017).

Moreover, findings indicates that there is a significant positive relationship between the NC and IP ($\beta = 0.122$, $t = 2.042$, $p < 0.05$). Thus, H2 is accepted. It is also in line with previous results of other studies (Khan et al., 2010; Memari et al., 2013) that NC positively impacts IP. Thus, individuals are more inclined to make a normative commitment to an organization if their compensation is fair and they feel appreciated (Meyer & Allen, 1991). It indicates that the NC of an organization has a significant impact on the performance of its employees. Employees who are willing to accomplish the job are more likely to be satisfied with their tasks, which keeps them motivated to do them well. According to Gurses and Demiray (2009), individuals having a strong sense of OC will be more willing to work for and remain with the organization, resulting in increased work performance. Also, the attitudes and behaviors of individuals change because of their commitment (Porter et al., 1974). Therefore, the commitment of employees to the organization grows stronger as they strive to meet the organization's objectives among public

organizations in Cambodia. Equally, individuals that perform well at work should be recognized and rewarded, which would enhance their effectiveness and help them perform better. It has been proven that increasing willingness of individual leads to better results because willingness is an essential part in ensuring that they are ready to complete their duties in any activities.

Equally, H3 investigated the direct effect of CC attributes on IP. Based on the analysis outcomes, the CC ($\beta = 0.245$, $t = 3.084$, $p < 0.01$) has a significant positive result on IP. Therefore, H3 is supported. Furthermore, this significant correlation was supported by previous studies (Khan et al., 2010; Memari et al., 2013; Meyer et al., 2002). According to Wang (2015), continuance committed individuals are concerned about their job security and actively adhere to organizational principles to keep their employment. Correctly, when individuals are content with their jobs, they are inclined to remain with an organization for an extended time (Bhatti & Qureshi, 2007). Also, it reflects the belief for employees to remain in the organization since they may incur costs (e.g., economic and social costs) regarding the organization if they quit.

Notably, individuals engage in similarities in behavior because of the incentives to do so (Becker, 1960). Therefore, organizations use several retention incentives to retain employees, such as employment status, seniority, and benefits. Long-term employee benefits (e.g., pensions and medical care) should be provided to individuals to increase the perceived cost of leaving an organization. Besides, organizations should continually develop the competencies of their employees, especially those that are difficult to transfer to other organizations (Allen & Meyer, 1990). This could allow an organization to improve the employability of its personnel while also decreasing the likelihood of staff leaving. Therefore, strong CC indicates that these benefits mount, rendering employees are more inclined to continue in the organization.

Furthermore, the motives included in CC highlighted that individuals behave in their self-interest (Becker, 1960). In a similar vein, motivations to remain are the main factor in CC (Meyer & Allen, 1997). As a result, better IP is dependent on the ability of employees to embrace the organization. Therefore, public organizations must be acquainted with CC. However, the CC individual is more inclined to leave the organization after the cost-benefit ratio has reached equilibrium. Hence, organizations should improve AC to long-term goals besides increasing their CC (Suliman & Iles, 2000).

Finally, this research informs existing literature about the importance of organizational commitment on individual performance. According to Allen and Meyer (1990), an individual “with strong affective commitment remain because they want to, those with strong continuance commitment because they need to, and those with strong normative commitment because they feel they ought to do so” (p. 3). As a result of the three types of organizational commitment, employees of public organizations in Cambodia perform viably. This will contribute to the organization's prosperity and success. Therefore, the results of the study have theoretical and practical significance. Furthermore, the analysis has highlighted essential insights into the organizational commitment attributes of Cambodian public organizations that play a significant role in satisfying employees' performance attributes.

The past empirical studies on OC and IP suggest that commitment impacts individual behaviors, especially their commitment to an organization. Thus, organizations should ensure that individuals are committed to their professions and the organization, as these employees are less likely to leave. Alternatively, they may consider leaving the organization when limited career growth opportunities. Significantly, Iles, Mabey, and Robertson (1990) believed that the relationship between HR management practices and individual commitment might be more complicated than it sounds. This suggests that when employees are treated well, they are more psychologically committed to their organization. Also, individuals who do not feel appreciated or supported at work are less inclined to remain committed to the organization, leading to burnout.

Similarly, there has been much discussion on how organizational characteristics can influence the attitudes and behaviors of an individual (Mathieu & Zajac, 1990; Meyer & Allen, 1991). Essentially, this is a psychological contract that depicts how individuals view their organizations and their own mutual commitments. For example, employees will work hard when they are appreciated, compensated, facilitated, respected, and thought of as part of the organization for their employment prospects. Accordingly, they accomplish their work cheerfully, efficiently, and effectively, commit to organizations, and continue if its practices meet their aspirations.

Limitations and Future research

Notwithstanding that this work focused on an in-depth examination of an OC and IP, and the study found all hypothesized correlations to be valid, certain limitations must be acknowledged. A focus solely on a single Cambodian public organization inhibits generalizability, as the diversity of employment and organizational culture may impede generalization. Additionally, all latent variables were examined using self-report measures associated with common method variance bias (Podsakoff et al., 2003) and social desirability bias (Podsakoff & Organ, 1986). Therefore, future research on this domain would focus on longitudinal design may be critical for verifying and comparing the findings of this study.

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