

## Employee Perceptions of Performance Management Practices and Retention Indicators

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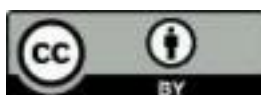
### Abstract

This study examined employee perceptions of Performance Management Systems (PMS) and their relationship with employee satisfaction and retention indicators within selected organizations. Using a descriptive-quantitative research design, data were gathered from 54 employees through a structured survey questionnaire utilizing a 4-point Likert scale. The study focused on four PMS dimensions: Goal Clarity and Alignment, Continuous Feedback and Coaching, Linkage to Career Development, and Linkage to Rewards and Recognition. Descriptive statistics such as frequency distribution, mean, standard deviation, and correlation analysis were employed to interpret the data. Findings revealed that employees generally perceived the PMS as effective, particularly in terms of Goal Clarity and Alignment ( $M = 3.69$ ), while Linkage to Rewards and Recognition obtained the lowest mean score ( $M = 3.36$ ). Employee satisfaction and retention levels were likewise interpreted positively, indicating favorable employee attitudes toward remaining in their organizations. Correlation analysis showed a significant relationship between PMS effectiveness and employee satisfaction ( $r = .99, p = .007$ ), while no significant relationship was found between PMS effectiveness and employee retention ( $r = .47, p = .52$ ). Age was identified as the only demographic factor significantly related to PMS effectiveness and employee satisfaction. The study concludes that effective performance management practices contribute substantially to employee satisfaction and may indirectly influence retention outcomes. Recommendations include strengthening feedback systems, enhancing developmental opportunities, and improving reward alignment to sustain employee engagement and organizational retention strategies.

**Keywords:** *Employee perceptions, performance management system, employee retention, retention indicators*

### Bio-profile

Ms. Maria Belynda R. Oanes is in the field of education from the Tourism Management from Centro Escolar University, Makati. She started out from the Tourism and Hospitality before settling in the academe. She graduated with the degree in BS Tourism and finished her master's program in Hospitality Management major in Tourism Management and currently enrolled in the Doctor of Philosophy in Business Management. She has been a founding member of GABAY, Inc, the first recognized Tour Guiding Association in Central Luzon. Besides tour guiding she has been a tour consultant and co-owner of a local tour operator. Equipped with industry experience she pursued the academe world to share her insights and be



witness to her students' goals and plans being a reality.

Dr. Francis Michael Yambao is an academic and industry leader with a diverse range of experiences. He completed his Bachelor of Arts in Communication, holds a double master's in Linguistics and Business Administration, and earned his PhD in Educational Management from Centro Escolar University. Currently, he is also pursuing his second doctorate degree in Business Administration at San Beda University. His research interests lie in the field of educational leadership, curriculum evaluation, and human resource management. His work in these areas has contributed to advancing knowledge in educational administration and fostering innovation in academic settings.

## Introduction

In today's highly competitive and rapidly changing organizational environment, employee retention has become a critical concern among organizations. High employee turnover disrupts operational efficiency, increases recruitment and training costs, and weakens institutional knowledge. Consequently, organizations continuously seek effective human resource management practices that can improve employee commitment and encourage long-term organizational membership.

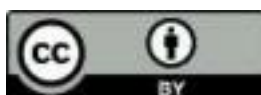
One of the most important human resource interventions utilized by organizations is the Performance Management System (PMS). A PMS is designed to establish performance expectations, align employee goals with organizational objectives, monitor employee progress, provide developmental feedback, and recognize employee contributions. Effective PMS practices are expected to enhance employee motivation, improve job performance, and strengthen employee engagement.

Recent studies suggest that employees are more likely to remain in organizations where performance management practices are transparent, developmental, and linked to career growth and rewards. Continuous feedback, supportive coaching, and clear goal alignment are among the factors associated with positive employee perceptions and organizational commitment. However, despite the increasing adoption of PMS practices across organizations, employee dissatisfaction and turnover remain prevalent concerns.

This study aimed to examine employee perceptions regarding the effectiveness of Performance Management Systems and determine their relationship with employee satisfaction and retention indicators. Specifically, the study investigated how employees perceive goal clarity, continuous feedback, career development opportunities, and reward systems within their organizations.

## Theoretical Framework

This study is anchored on Social Exchange Theory, which explains that employees develop positive attitudes and behaviors when organizations provide supportive and beneficial practices. In the context of this study, effective Performance Management Systems (PMS) such as clear goal alignment, continuous feedback, career development opportunities, and rewards and recognition serve as forms of organizational support that influence employee satisfaction and retention intentions. When employees perceive these practices as fair, transparent, and developmental, they are more likely to feel motivated, valued, and committed to the organization. The study is further supported by Expectancy Theory and Herzberg's Two-Factor Theory, which emphasize that employee motivation and satisfaction increase when performance is linked to meaningful rewards, recognition, and opportunities for growth. These theories collectively explain how effective performance management practices contribute to



employee satisfaction and may influence retention outcomes.

### Conceptual Framework

The conceptual framework of the study illustrates the relationship between the effectiveness of Performance Management Systems (PMS) and employee outcomes, particularly employee satisfaction and employee retention. The framework identifies the dimensions of PMS effectiveness as the independent variables, while employee satisfaction and employee retention serve as the dependent variables. Demographic profile variables are treated as intervening or profile variables that may influence employee perceptions.

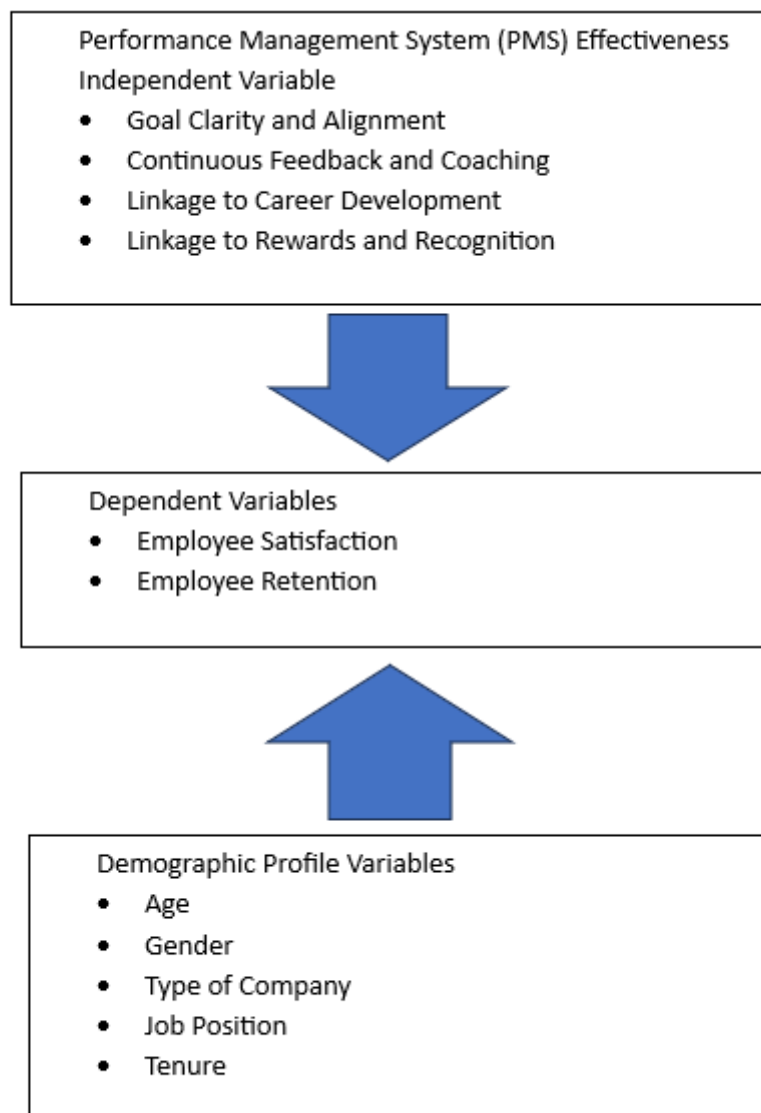


Figure 1. Conceptual Framework of the Study

The framework proposes that the effectiveness of Performance Management Systems influences employee satisfaction and retention. Specifically, when employees perceive

performance management practices as clear, developmental, supportive, and fairly linked to rewards, they are more likely to experience higher satisfaction and stronger intentions to remain in the organization. The demographic profile variables may also affect how employees perceive PMS effectiveness, satisfaction, and retention outcomes. This framework is anchored on Social Exchange Theory, which explains that employees reciprocate positive organizational practices with favorable work attitudes and behaviors.

### Research Questions

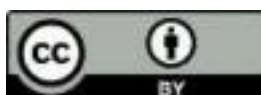
The primary objective of this study is to determine the effectiveness of Performance Management Systems and their relationship with employee satisfaction and retention among selected employees.

Specifically, this study seeks to answer the following questions:

1. What is the demographic profile of the respondents in terms of:
  - 1.1 age;
  - 1.2 gender;
  - 1.3 type of company;
  - 1.4 job position; and
  - 1.5 tenure?
2. What is the perceived level of effectiveness of Performance Management Systems among respondents in terms of:
  - 2.1 Goal Clarity and Alignment;
  - 2.2 Continuous Feedback and Coaching;
  - 2.3 Linkage to Career Development; and
  - 2.4 Linkage to Rewards and Recognition?
3. What is the perceived level of employee satisfaction based on the effectiveness of Performance Management Systems?
4. What is the perceived level of employee retention based on the effectiveness of Performance Management Systems?
5. Is there a significant relationship between the effectiveness of Performance Management Systems and employee satisfaction and retention?
6. Is there a significant relationship between employee satisfaction and employee retention?
7. Is there a significant relationship between demographic profile and:
  - 7.1 Effectiveness of Performance Management Systems;
  - 7.2 Employee Satisfaction; and
  - 7.3 Employee Retention?

### Literature Review

Previous studies emphasized the importance of effective Performance Management Systems in enhancing employee engagement, satisfaction, and retention. According to Bhatnagar and Singh (2023), continuous performance management practices positively influence employee engagement and organizational commitment. Similarly, Chen and Miller (2022) found that developmental feedback significantly contributes to employee satisfaction and affective commitment.



Goal alignment and transparency are also considered important dimensions of PMS effectiveness. Davis and Rodriguez (2024) reported that employees who clearly understand organizational goals exhibit higher job autonomy and retention intentions. Elias and Thompson (2023) further emphasized that transparent PMS practices increase trust in management and reduce turnover intention.

In terms of career development, Haddad and Smith (2023) argued that modern performance management should focus on employee development rather than solely on evaluation. Employees who perceive opportunities for growth and skill enhancement are more likely to remain loyal to the organization.

Reward systems also play an important role in motivating employees. Garcia and Kim (2024) highlighted that effective linkage between performance outcomes and rewards significantly contributes to talent retention. Non-monetary recognition programs were likewise found to enhance employee satisfaction and organizational commitment (Lee & Park, 2023).

The reviewed literature supports the assumption that effective PMS practices positively influence employee attitudes and organizational outcomes. However, gaps remain regarding how employees currently perceive PMS effectiveness and its association with retention indicators within selected organizational settings.

Several Asian and Filipino studies further support the importance of effective Performance Management Systems (PMS) in influencing employee satisfaction, organizational commitment, and retention intentions. In the Philippine context, performance management practices are increasingly viewed as strategic human resource mechanisms that improve employee engagement and organizational sustainability.

According to Aileen S. Catacutan and Ramel B. Hernandez (2021), employee satisfaction in Philippine organizations significantly increases when performance evaluation systems are perceived as fair, transparent, and developmental. Their study emphasized that employees value regular coaching, participative goal-setting, and constructive feedback because these practices strengthen trust in management and improve workplace morale. The authors further noted that employees are more likely to remain in organizations where they perceive fairness in performance appraisal systems.

In another Philippine study, Ma. Theresa M. Torres and Jose P. De Guzman (2022) found that career development opportunities embedded within performance management systems positively affect employee retention among private-sector employees. Their findings revealed that employees who receive continuous training, mentoring, and promotion opportunities demonstrate stronger organizational commitment and lower turnover intentions.

Similarly, research conducted in the Philippine educational sector by Riza T. Villanueva (2020) highlighted that transparent performance appraisal systems contribute to teacher motivation and job satisfaction. The study emphasized that clear communication of performance expectations and recognition mechanisms enhances employees' sense of value and professional fulfillment.

Asian studies likewise provide evidence supporting the relationship between PMS effectiveness and employee retention. In Malaysia, Noor Hazlina Ahmad and Siti Rahmah Ibrahim (2021) reported that continuous feedback and employee recognition significantly influence employee engagement and intention to stay. Employees who regularly receive developmental feedback tend to perceive organizational support more positively, thereby increasing loyalty to the organization.

A study conducted in Indonesia by Dewi Kartika Sari and Agus Widodo (2023) revealed that performance management systems emphasizing coaching and employee empowerment significantly improve job satisfaction and organizational commitment. The study further explained that employees



tend to remain longer in organizations where managers actively support employee growth and professional development.

In South Korea, Ji-Hoon Lee and Min-Seo Park (2022) found that reward-linked performance systems positively influence employee retention and work engagement. Their study emphasized that recognition programs, both monetary and non-monetary, strengthen employee motivation and organizational attachment.

Moreover, a study in India by Priya Sharma and Rajesh Kumar (2021) demonstrated that goal clarity and alignment significantly affect employee productivity and job satisfaction. Employees who clearly understand organizational objectives and individual expectations tend to perform better and exhibit stronger commitment to organizational goals.

These Asian and Filipino studies collectively strengthen the present study by emphasizing that effective PMS practices—particularly goal clarity, feedback mechanisms, career development, and reward systems—play a vital role in shaping employee satisfaction and retention intentions. Furthermore, the literature suggests that employee perceptions regarding fairness, transparency, and developmental support remain central factors influencing organizational commitment across various cultural and organizational contexts.

Globally, numerous studies have emphasized the critical role of Performance Management Systems (PMS) in enhancing employee satisfaction, engagement, commitment, and retention. Modern organizations increasingly recognize that effective PMS practices contribute not only to performance improvement but also to long-term organizational sustainability.

According to Aguinis and Burgi-Tian (2021), contemporary performance management systems that emphasize continuous feedback, employee participation, and developmental coaching significantly improve employee motivation and organizational commitment. Their study explained that employees perceive performance management more positively when it focuses on growth and development rather than purely administrative evaluation.

Recent global studies continue to emphasize the importance of effective Performance Management Systems (PMS) in improving employee satisfaction, organizational commitment, and retention. Modern organizations increasingly adopt continuous and developmental performance management approaches to address workforce engagement and turnover challenges.

According to Thomas W. H. Ng, Frederick H. K. Yim, Haoyang Chen, and Yinuo Zou (2024), employer-sponsored career development practices significantly improve employee performance and reduce turnover intentions. Their meta-analysis revealed that employees who perceive organizational support through career development opportunities tend to develop stronger organizational attachment and loyalty. The study further emphasized that developmental PMS practices strengthen employee commitment and retention outcomes.

In another recent study, Mohammed Arshad Khan, Md Rashid Farooqi, Md Faiz Ahmad, Serajul Haque, and Abdulaziz Alkhuraydili (2024) investigated the influence of compensation and performance feedback on employee retention in the Indian retail sector. Findings revealed that both financial and non-financial rewards, combined with constructive performance feedback, significantly improve employee retention. Employees who regularly receive developmental feedback were found to exhibit stronger organizational commitment and lower turnover intention.

Similarly, Pohlen and Steffes (2024) examined the relationship between performance evaluations and employee turnover intentions using linked employer–employee data. The study found that effective and fair performance evaluation systems reduce turnover intentions, particularly among employees who perceive evaluation processes as supportive and equitable. The researchers emphasized that transparent appraisal systems positively influence employee trust and retention decisions.



In South Korea, Park and Kim (2023) explored how autonomy-supportive organizational climates and performance-related incentives affect employee satisfaction and organizational performance. Their findings indicated that employees experience higher satisfaction and stronger organizational commitment when organizations implement supportive performance management practices alongside fair incentive systems.

A systematic review conducted by Vuong and Nguyen (2022) highlighted that modern employee performance measurement strategies increasingly focus on continuous feedback, employee development, and organizational support. The study argued that organizations implementing flexible and employee-centered PMS practices experience better employee engagement and reduced turnover intention.

Furthermore, Weng, Shen, and Kan (2023) examined the relationship between talent management, work engagement, perceived organizational support, and employee intention to stay. Their findings showed that employees are more likely to remain in organizations that provide developmental support, career opportunities, and work-life balance initiatives through effective human resource and performance management systems.

Kalia, Singla, and Kaushal (2024) also reported that human resource management practices, including performance management and employee development initiatives, significantly influence employee retention in the Indian textile industry. The study identified job satisfaction as a mediating factor between HR practices and retention behavior.

Additionally, Sinisterra and Peñalver (2024) conducted a systematic review examining the relationship between talent management, employee engagement, and turnover intention. Their findings emphasized that organizations implementing supportive talent and performance management systems are more likely to achieve higher employee engagement and lower turnover intention.

These recent global studies strengthen the present research by confirming that effective Performance Management Systems contribute substantially to employee satisfaction, engagement, and organizational commitment. Across various organizational and cultural contexts, employees consistently value fairness, continuous feedback, career development opportunities, supportive leadership, and reward alignment as essential components of effective performance management practices.

## Method

### Research Design

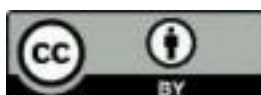
This study employed a descriptive-quantitative research design. The design was appropriate because the study aimed to describe employee perceptions regarding the effectiveness of Performance Management Systems and their relationship with employee satisfaction and retention without manipulating variables.

### Research Locale and Participants

The study was conducted among employees from selected organizations operating within industrial and educational sectors. The respondents consisted of 54 full-time employees who had been employed for at least one year in their respective organizations.

### Sampling Technique

Systematic random sampling was utilized to ensure equal opportunity for employee participation.



## Research Instrument

The primary instrument used in the study was a structured self-administered questionnaire utilizing a 4-point Likert scale. The questionnaire was divided into:

1. Demographic Profile
2. Performance Management System Effectiveness
3. Employee Satisfaction
4. Employee Retention

## Ethical Consideration

This study strictly observed ethical standards in the conduct of research involving human participants. Prior to data collection, respondents were informed about the purpose, objectives, and significance of the study. Participation was entirely voluntary, and respondents were given the freedom to decline or withdraw from the study at any time without any negative consequences. Informed consent was secured from all participants before the administration of the survey questionnaire.

To ensure confidentiality and privacy, the identities of the respondents and the organizations involved were kept anonymous. No personal identifiers such as names or specific company information were disclosed in the study. All data gathered were treated with utmost confidentiality and were used solely for academic and research purposes. The researchers also ensured that the responses of the participants were accurately represented and interpreted without manipulation or bias.

Furthermore, the study adhered to the principles of respect, integrity, and fairness throughout the research process. The researchers avoided any form of coercion, discrimination, or harm toward the participants. Proper acknowledgment and citation of related literature and sources were likewise observed to uphold academic honesty and avoid plagiarism. These ethical practices ensured the credibility, reliability, and integrity of the research findings.

## Statistical Treatment of Data

The following statistical tools were used:

1. Frequency and Percentage Distribution
2. Mean and Standard Deviation
3. Rank Ordering
4. Pearson-r Correlation Analysis

## Results and Discussion

### Demographic Profile of Respondents

Results revealed that the majority of respondents belonged to the 20–24 age group (42%), followed by 25–29 years old (20%). Female respondents comprised the majority (54%), while rank-and-file employees represented the largest job category (54%). Most respondents had 1–3 years of tenure (39%), indicating a relatively young workforce.

### Effectiveness of Performance Management Systems

#### Goal Clarity and Alignment

Employees strongly agreed that they clearly understood their performance goals and how their work contributed to organizational success, obtaining an overall mean of 3.69. This indicates that



organizations effectively communicate expectations and align employee goals with organizational objectives.

### **Continuous Feedback and Coaching**

The dimension obtained an overall mean of 3.51, interpreted as “Agree.” Respondents perceived feedback and coaching practices positively, particularly constructive feedback for improvement.

### **Linkage to Career Development**

The overall mean of 3.43 suggested that employees generally agreed that PMS practices supported their career growth and professional development.

### **Linkage to Rewards and Recognition**

This dimension obtained the lowest overall mean of 3.36, although still interpreted as “Agree.” Findings suggest that while employees perceive reward systems positively, organizations may further strengthen the connection between performance outcomes and rewards.

### **Employee Satisfaction Based on PMS**

Employee satisfaction indicators showed positive perceptions across all PMS dimensions, with Goal Clarity and Alignment obtaining the highest overall mean (3.56). This indicates that employees are generally satisfied when organizational expectations and objectives are clearly communicated.

### **Employee Retention Based on PMS**

Employee retention indicators yielded an overall mean of 3.37, interpreted as “I Will Retain.” Linkage to Rewards and Recognition obtained the highest retention-related mean (3.49), suggesting that reward systems remain important factors influencing retention intentions.

### **Relationship Between PMS Effectiveness, Employee Satisfaction, and Retention**

Results showed a significant relationship between PMS effectiveness and employee satisfaction ( $r = .99$ ,  $p = .007$ ). This implies that effective PMS practices positively contribute to employee satisfaction.

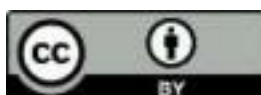
However, the relationship between PMS effectiveness and employee retention was not statistically significant ( $r = .47$ ,  $p = .52$ ). Similarly, employee satisfaction and retention were not significantly related ( $r = .44$ ,  $p = .55$ ).

These findings suggest that while employees may perceive PMS positively and feel satisfied, retention decisions may also be influenced by external factors such as compensation, organizational culture, career opportunities, and work-life balance.

### **Relationship Between Demographic Profile and Variables**

Age was found to have a significant relationship with PMS effectiveness ( $p = .007$ ) and employee satisfaction ( $p = .04$ ). This indicates that employee perceptions may vary according to age and professional maturity. The age is acting as for experience and perspective often correlates with life stage, career stage, and how people interpret workplace systems like PMS. Professional maturity and expectation varies that makes sense significant.

No significant relationships were found between gender, type of company, job position, tenure,



and the major study variables.

## Conclusions

Based on the findings, the study concludes that employees generally perceive Performance Management Systems as effective, particularly in terms of goal clarity and organizational alignment. Employees also reported positive levels of satisfaction and retention intentions.

The study further revealed that effective PMS practices significantly influence employee satisfaction. However, PMS effectiveness alone may not directly determine employee retention, indicating that retention decisions are multifaceted and influenced by additional organizational and personal factors.

Moreover, age emerged as a significant demographic factor affecting employee perceptions of PMS effectiveness and satisfaction.

## Recommendations

Based on the findings, the following recommendations are proposed:

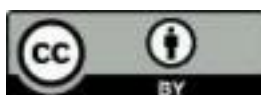
1. Organizations should strengthen reward and recognition systems to improve employee motivation and retention.
2. Supervisors should continue providing regular developmental feedback and coaching to employees.
3. Organizations should establish clearer career development pathways and training opportunities.
4. Human resource departments should regularly evaluate PMS practices to ensure fairness, transparency, and alignment with employee expectations.
5. Future researchers may conduct studies using larger sample sizes and additional organizational variables to further examine factors affecting employee retention.

## Acknowledgment

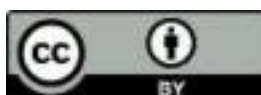
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