

How is Performance Appraisal practices affected by Organizational Commitment in Yemeni Islamic Banks Using Subjective Norms as a Mediator?

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Abstract

This study examined the influence of organizational commitment on Performance, and the level to which subjective norms plays a role in the relationship. The interrelationships between the variables were analyzed to develop a strategy for increased Performance Appraisal in the Yemeni Islamic banking. Because it will assist banks in developing a unique performance evaluation model if staff members are dedicated to carrying out their responsibilities in an excellent manner. This study used a social exchange theory to illustrate the study framework to link the relations between organizational commitment, Performance and subjective norms. This study relied on quantitative approaches. The study sample comprised of Yemeni Islamic banks' employees. (400) questionnaires were distributed to employees, out of which 284 were retrieved and deemed usable for analysis, constituting a 65% rate of response. The Statistical Package for Social Science (SPSS) was employed to analyze data and test the proposed hypotheses. The findings showed that organizational commitment and Performance Appraisal in Yemen's Islamic banks are significantly correlated. What's more, this research showed that subjective norms play a big role as a mediator in the relationship between Performance Appraisal organizational commitment.

Keywords: Performance Appraisal, Organizational commitment, Subjective Norms, Yemeni Islamic Banks.

Introduction

The social exchange theory was used in this study to define the framework and establish a connection between organisational commitment (OC), subjective norms, and performance appraisal. The reciprocity postulate forms the foundation of the social exchange theory (Settoon, Bennett, & Liden, 1996). which was developed to explain connections within organisations (Coyle-Shapiro & Conway, 2005). Social exchange theory states that when workers receive positive feedback on their work, they will exhibit engaged motivation behaviour. The process of assessing and quantifying a person's real job performance in relation to key organisational choices, comparing it to a set of criteria, and then providing the results to the employee is known as a performance appraisal (Dessler, 2012). Consequently, employee commitment helps with effort and perseverance when dealing with problems. Employees will exhibit more engaged work behaviour when an organisation shows them consideration and care through providing them with a positive performance appraisal. This will lead to the best possible performance outcomes for the organization by having an excellent performance appraisal system that stems from organizational commitment during performance and job. As a result, effective employee commitment will increase performance appraisals to achieving the objectives of the company..

The topic of performance appraisals warrants further investigation in research pertaining to organisations and their practices, primarily because to the favourable outcomes that accompany its existence (Kawiana et al.,2018). Previous research has identified a number of organisational commitment antecedent elements, including as work experiences and other organisational and personal determinants(Ahmad et al., 2014). According to Soomro & Shah, (2019) giving employees the ability to exert power through performance reviews may encourage organisational commitment at work. Researchers like Hendri, (2019) concentrated

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on the impact of performance appraisals in developed countries, whilst others (Lutfi et al., 2022). looked at the impact of performance appraisals on occupational compensation in emerging economies.

Developing nations has distinct characteristics that set them apart from developed nations. This is especially true in Arabic-speaking nations where distinct social and cultural norms play a crucial role in managing operations (Aladwan et al., 2015). Thus, this study's primary goal is to investigate how organizational commitment affect performance appraisals in Yemeni Islamic banks. Additionally, this study offers a comprehensive examination and comprehension of the nature of performance reviews. One of the main societal problems in Yemen is resolved in part by identifying the mediating role that subjective norms plays in the performance appraisals-OC relationship in the setting of Yemeni Islamic banks. When it comes to the effect of commitment on performance reviews, there is a gap in the earlier research because the findings were inconsistent. There is also a lack of research on the variables that could support or undermine the association between performance reviews and OC (Ramli, 2017). The lack of studies on the distinct subjective norms phenomena in Yemen, where it is deeply ingrained in the nation's traditions and customs, is what leads to this gap in knowledge (Emam et al., 2019). Yemen's subjective norms is the cause of the country's underdevelopment and corruption, which continue to be major obstacles to true democracy and the advancement of the country's society and economy (Baabbad, 2015). Social groups devotion and allegiance thereby trump those of the nation or organisation (Emam et al., 2019).

This research centres on Yemen's banking industry, which has experienced significant growth from a small number of financial institutions to many specialised, commercial banks and financial institutions that operate with a variety of goods and activities due to this aspect that impedes performance. Additionally, there is a dearth of research in the nation's service industry, particularly in Islamic banks. As a result, it is necessary to investigate the issues with the workforce in Yemen's Islamic banking industry. To that end, this study offers helpful data that helps comprehend how performance reviews affect employee turnover in Yemen's Islamic banks. This situation can be comparable to other emerging country banking sectors. Given the concerns, the following query emerges: How do performance reviews affect OC in Yemeni Islamic banks? Furthermore, how much does subjective norms influence the connection between organizational commitment and Performance Appraisal in Yemeni Islamic banks?

Literature Review

Performance Appraisal

Another crucial aspect of HRM practices is performance appraisal, which is also a vital instrument for assessing employees' work and must be implemented successfully in all organisations (Hendri, 2019). The performance review evaluates an employee's skills and talents that upper management will be able to observe (Jawaad, Amir, Bashir, & Hasan, 2019). According to (Abubakar, Zainol, & Daud, 2018), performance evaluation is a gradual process that assesses and evaluates an employee's improvisational performance and provides rewards and recognition based on the results. A system for successful performance in development plans to meet organisational goals is established with the use of performance appraisals, which evaluate the work performance of both individuals and groups within the organisation system (Aladwan et al., 2015). In addition to evaluating an employee's strengths and shortcomings within the company, performance reviews also help employees grow and determine how much they agree with the organization's strategy and objectives (Dessler, 2012). Performance reviews have an impact on other HRM procedures like career growth, training and development, and pay and benefits. Performance appraisals can be influenced by organizational commitment because they are a tool used by HR management to pay bonuses, pay raises, and promotions. (Cesário, & Chambel, 2017).

Organizational Commitment

The great interest in OC because of its relationship to organizational performance and organizational effectiveness (Jawaad et al., 2019). Many researchers have ascertained that highly committed employees are more likely to be creative (Sallem et al., 2024) and continue working with the organization and endeavor and contribute to the achievement of the organization's goals and objectives (Hendri, 2019). Abdirahman,

et al., (2018) can understand the subject of OC as a set of multiple commitments for different groups in the organization. Organizational commitment is defined as a multidimensional psychological construct that the individual harbors towards the organization and that positively affects retention of employees (Soomro & Shah, 2019). And OC can be understood as a pattern of behavior, and motivating force (Loan, 2020).

Jawaad et al., (2019) stated that OC is widely described as a key factor in building organizational relationships between individuals and organizations, it is an acknowledgement and acceptance of organizational goals and effort dedicated to working on behalf of the organization. However, the popularity of the notion of OC for researchers is increasing. Lutfiet, et al. (2022) claims that the way OC is dealt with depends on the approach to the commitment that one adheres to. Loan, (2020) found that OC has a strong effect on the intention to stay and the rate of lab our turnover. To exemplify, greater levels of OC have been linked to lower rates of absenteeism and better job performance (Hendri, 2019). Loan, (2020) stated that the employee's commitment and involvement in work efficiency would lead to the success of the organization. A high commitment environment leads to a high retention rate of employees, thus reducing operating costs, enhancing performance, and improving productivity.

Subjective Norms in Yemen

The concept of subjective norms was introduced by Ajzen Theory of Planned behavior. It refers to an individual's normative beliefs and perception of social pressure that influence their behavior and decision (Ajzen, 1990). Weighed by motivation to comply, subjective norms play a significant role in predicting commitment and intentions. Recent findings highlight the complex nature of subjective norms and their impact on various behavioral outcomes (Badawi *et al.*, 2022; Tran, Nguyen, & Tang, 2023). Social groups (e.g. tribes, family, ethnics) traditions and societal difficulties are well ingrained in Yemen (Al-Dawsari, 2012; Mccune, 2012; Baabbad, 2015; Emam, 2022)., which poses some challenging questions for employees' organizational behavior, especially about effectiveness and dedication. Subjective norms, social group affinity, performance appraisal, and organizational behavior are interconnected through the influence of social dynamics on workplace practices. Subjective norms shape employees' attitudes and behaviors by reflecting the expectations of peers and leaders, while social group affinity fosters a sense of belonging and alignment with team or organizational values . Together, they impact how performance appraisals are perceived and conducted, with strong group affinity enhancing collaboration and feedback effectiveness, but also potentially introducing biases (Choon & Embi, 2012; Triguero-Sánchez, Peña-Vinces, & Ferreira, 2022). Aligning these elements with organizational goals fosters a supportive culture that drives positive behaviors, improves appraisal outcomes, and enhances overall performance.

Organizational Commitment and Performance Appraisal

The definition of a performance appraisal system, which is similar to this viewpoint, is a planned and structured process that assesses employees' performance in all areas (technical, behavioural, physical, and physiological) in order to identify their strengths and weaknesses and improve performance (Pitaloka & Putri, 2021). As stated by Jawaad et al., (2019) , creating an evaluation system that truly measures employee engagement and satisfaction is a critical and challenging undertaking. Additionally, as demonstrated by Aladwan et al., (2015), performance appraisal is a fundamental HRM function that must be thoroughly researched in the literature. However, the author argued that the information's accuracy determines how beneficial it is for managerial decisions, which brings up a crucial HRM issue (Hendri, 2019)

According to Ramli, (2017), it is equally unrealistic to anticipate a miracle with performance rating systems that are standardised or generalised from one organisation to another. They ought to be designed with the organization's values and the traits of its personnel in mind. Furthermore According to Kawiana et al., (2006), an employee's performance appraisal is a key measure of their excellent performance, contentment, and OC. also finds that performance appraisal was significantly impacted by organizational commitment techniques (Abdirahman et al., 2020). In light of the talks above, the following hypothesis was established for this study:

Hypothesis 1: *There is a significant relationship between organizational commitment and performance appraisal in Yemeni Islamic banking.*

Subjective Norms, Organizational Commitment, and Performance Appraisal

Social group affinity fosters a sense of belonging, impacting team dynamics, collaboration, and morale. Employees who feel a strong connection with their team or organization are more likely to align their behavior with group norms, contributing positively to organizational goals. Al-Marwani stated, "Some of the Social groups leaders try to keep their communities ignorant to control them and use them as they like" (Mojalli, 2015). In addition, there are many social groups actions and decisions that affect the regulatory procedures in the various regulatory sectors in Yemen (Adra, 2011). Mumford, (2016) stated that social groups identity has a negative impact on productivity. Furthermore, the people have large extended families, which are used as a safeguard in exchange for unquestioning allegiance (Phillips, 2010). where the environment for business is largely controlled and led by varying traditions like customs, rules, norms and attitudes towards social activities and practices (Sierra, Badrinarayanan, & Taute, 2016). Studies in literature dedicated to examining in-group and out-group behaviors show that social groups identity has a high likelihood to negatively affect Performance appraisal (Zoogah, 2016). Similarly, the social group's identity of employees is expected to affect their interactions within the workplace (Sierra et al., 2016). Zoogah, (2016) suggested that in the absence of Performance appraisal policies and committees, the social groups members are expected to be the recipients of more bonus and pay increases than non-Social groups members by managers.

Therefore, with high subjective norms identification, Performance appraisal in an organization will be negatively affected (Sierra et al., 2016). Recently, the results of the study by Emam, Jais, & Tabash, (2019) revealed the mediating effect of Performance appraisal on the relationship between social groups diversity and firm performance. Social group's identity was also indicated to negatively relate to social groups diversity, Performance appraisal and the performance of firms. As a result, these relationships could jeopardize the establishment, performance evaluation, and commitment, particularly if the resource management and some personnel come from friendly, socially similar groups. Thus, this study seeks to analyse the impact of subjective norms on the employees' commitment and the mediating effect of subjective norms on the relationship between the Performance appraisal and OC. As a result, the following theories are anticipated:

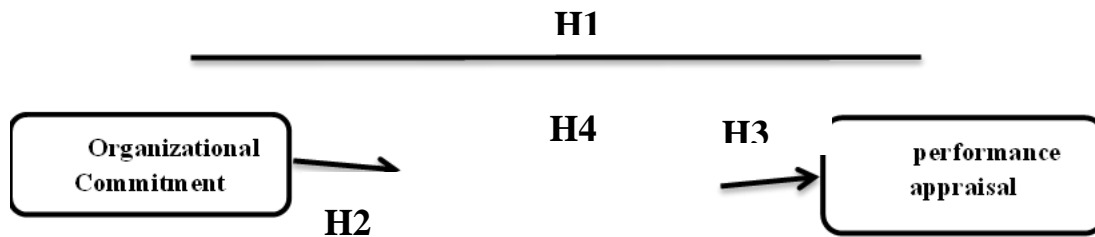
Hypothesis 2: *There is a significant relationship between organizational commitment and subjective norms in Yemeni Islamic banking.*

Hypothesis 3: *There is a significant relationship between subjective norms and performance appraisal in Yemeni Islamic banking.*

Hypothesis 4: *Subjective norms has a mediating effect on the relationship between organizational commitment and performance appraisal in Yemeni Islamic banking.*

2.6 The study Framework

Based on the previous literature, the study variables were selected as presented in Figure 1. The social exchange theory is used to develop the research model, demonstrating the relationship between the dependent variable (performance appraisal), independent variable (organizational commitment) and mediating variable (subjective norms). In line with (Ahmad et al., 2014; Kawiana et al., 2018), positive perceptions it will assist banks in developing a unique performance evaluation model if staff members are dedicated to carrying out their responsibilities in an excellent manner.



Research Methodology

The author of this study employed a quantitative design to test hypotheses and ascertain how independent factors influence dependent variables to accomplish the study's aims. A deductive strategy, which consists of ideas and tests and provides data to support or refute pre-developed hypotheses, is often associated with a quantitative approach (Casebeer & Verhoef, 1997). The purpose of the questionnaire survey is to collect the respondents' personal and social information, opinions, and attitudes (Pedhazur, 1997). Thus, the sample consists of Yemeni workers at Islamic banks, and the unit of analysis is the individual level. Information was obtained using an online Google Form to collect data from three distinct regions through the distribution of four hundred (400) questionnaires.

Because random sampling technique has the lowest amount of bias and offers the highest degree of generalizations, it was used (Cooper & Schindler, 2006). In this context, a total of 284 surveys were considered viable for use, representing a 71% response rate. Using power analysis, G*Power 3.1.9, medium effect size was used to determine the study's sample size. This was done in accordance with Cohen's (1988) recommendation for multiple correlations, and data was analyzed using the Statistical Package for Social Science (SPSS). A five-point Likert scale, ranging from "totally disagree" to "totally agree," was employed in the questionnaire for this study (Robert Y. Cavana, Brian L. Delahaye, 2001). The three variables' measures were created in accordance with the suggestions made by numerous sources.

Data Analysis and Findings

Explains this aspect the results of data analysis using the Statistical Package for Social Science (SPSS), through analyzing the survey response, data screening and assessing the underlying statistical requirements for the analytical tools used.

Descriptive Statistics

The descriptive statistics were computed in the form of minimum, maximum, mean and standard deviations. All the constructs questionnaire in the current study were measured using five Likert scales which anchored at "totally disagree" to "totally agree". For interpreting the five-Likert scale (Robert Y. Cavana, Brian L. Delahaye, 2001). This study used three categories, namely low when the values are from 1 to less than 2.33 (lowest value 1), high when the values are from 3.67 to 5 (highest value 5), and moderate when the scores are between low and high. The overall mean for the dimensions of the constructs ranged between 3.3860 - 3.2227, which suggested that all the dimensions were in the moderate level as shown in Table 1. The overall Std. Deviation for the dimensions of the constructs ranged between 1.08391 - .53825, which suggested that all the dimensions were in the moderate level as shown in Table 1.

Table 1. Descriptive Statistics of the Constructs (N=292)

Construct	Variable	N	Minimum	Maximum	Mean	Std. Deviation
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Performance Appraisal	PA	284	1.00	5.00	3.3565	1.01067
Organizational Commitment	OC	284	1.00	5.00	3.2227	1.08391
Subjective norms	TR	284	1.78	4.44	3.3860	.53825

Outliers Test

Outliers occur owing to the respondents' answering of a specific question or all questions in the same way (Hair, Black, Babin, Anderson, & Tatham, 2010). Outliers cannot be present in the data results as they distort the regression coefficient estimates, leading to erroneous regression analysis outcomes (Tabachnick & Fidell, 2007). The possibility of the presence of multivariate outliers were tested using Mahalanobis distance (D2), through SPSS, applying the test then conducting a comparison between the critical χ^2 value and the degrees of freedom (df) equal to the number of independent variables, with the probability being $p < 0.001$ (Hair et al., 2010). A single case of multivariate outliers was highlighted from the obtained results and it was checked whether it can influence the model's results by using Cook's distance. In this regard, cases with values higher than 1.00 pose a potential issue, but in this study, the maximum value for Cook's distance was 0.064, which shows the non-existence of issues. All the 284 cases were thus considered for the proceeding analysis.

Table 2. Outliers Test

Construct	Minimum	Maximum	Mean	Std. Deviation
Cook's Distance	0.000	0.064	0.004	0.008

Dependent Variable: OC

Normality Test

Pallant, (2010) stated that among the various methods of assessing the normality state, it is recommended to use the values of skewness and kurtosis to show the data distribution format. Skewness is a measure to show what extent the distribution of the data deviates from the centre around the mean (George, 2011). According to Coakes & Steed, (2009), the values of Kurtosis must be ranged between +3 and -3 for the data to be described as normal data and acceptable. In this study, the results showed that the Kurtosis values of the constructs under the study were found to be within the range of +3 and -3, indicating the normal distribution of the data as in Table 3. In conclusion, the results of the normality test showed the normal distribution of the data in this study.

Table 3. Normality Test

Construct	Variable	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Performance Appraisal	PA	.282	.143	-.936	..284
Organizational Commitment	AC	.248	.143	-.903	.284
	CC	-.317	.143	-.855	.284
	NC	-.549	.143	.710	.284
Subjective norms	SN	-.212	.143	-1.460	.284

Correlations Test

In the case of the data of the present study, it is noted that: The Performance Appraisal correlate significantly moderate negative (-.526**) at 0.01 level with the Subjective norms. while the Performance

Appraisal correlate significantly strong positive (.365**) at 0.01 level with the Organizational Commitment. The Correlation test is used to describe the strength and direction of the linear relationship between two variables (Pallant, 2010). The degree of correlation measures the strength and importance of a relationship between variables (Hair, Black, Babin, Anderson, & Tatham, 2010). If the significant correlation between the independent variables has a value higher than the significance level 0.90, it indicates the existence of multicollinearity (Hair et al., 2010). (Table 5).

Table 5. Pearson Correlations of the Study Variables

Construct	Variable	PA	SN	OC
Performance Appraisal	Pearson Correlation	1	-.540**	.378**
	Sig. (2-tailed)		.000	.000
	N	284	284	284
Subjective norms	Pearson Correlation	-.540**	1	-.279**
	Sig. (2-tailed)	.000		.000
	N	284	284	284
Organizational Commitment	Pearson Correlation	.378**	-.279**	1
	Sig. (2-tailed)	.000	.000	
	N	284	284	284

** . Correlation is significant at the 0.01 level (2-tailed).

Hypothesis 1: *There is a significant relationship between organizational commitment and performance appraisal in Yemeni Islamic banking.*

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.378a	.143	.140	.93742

a. Predictors: (Constant), OC

In this study data, the results could be reported thus "14.3% of the variance in the measure of performance appraisal can be predicted by measures of organizational commitment." The standard error of estimate is a measure of error of prediction.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.263	1	41.263	46.957	.000b
	Residual	247.807	282	.879		
	Total	289.070	283			

a. Dependent Variable: PA b. Predictors: (Constant), OC

As the significance level is less than alpha (F -value= 46.957), in this case assumed to be .05

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.954	.355		2.689	.008
	OC	.709	.104	.378	6.853	.000

a. Dependent Variable: PA

The regression equation appears as: *: Significant at $\alpha=0.05$, If x1 (OC) increases one unit then the PA will increase with about 0.709 and from the above, it can be concluded that OC is affected positively by PA.

Hypothesis 2: *There is a significant relationship between Subjective norms and performance appraisal in Yemeni Islamic banking.*

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
.540a	.292	.289	.85202	.540a

a. Predictors: (Constant), SN

The results could be reported thus "29.2% of the variance in the measure of *subjective norms* can be predicted by measures of performance appraisal." The standard error of estimate is a measure of error of prediction.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	84.355	1	84.355	116.202	.000b
	Residual	204.715	282	.726		
	Total	289.070	283			

a. Dependent Variable: PA b. Predictors: (Constant), SN

As the significance level is less than alpha (F -value= 116.202), in this case assumed to be .05

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.980	.159		31.350	.000
	SN	-.504	.047	-.540	-10.780	.000

a. Dependent Variable: PA

The regression equation appears as: *: Significant at $\alpha=0.05$, If x1 (OC) increases one unit then the SN will decrease with about -.564 and from the above, it can be concluded that SN is affected negatively by PA.

Hypothesis 3: *There is a significant relationship between subjective norms and organizational commitment in Yemeni Islamic banking.*

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.279a	.078	.075	1.04266

a. Predictors: (Constant), OC

The results could be reported thus "7.8% of the variance in the measure of subjective norms can be predicted by measures of organizational commitment." The standard error of estimate is a measure of error of prediction.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.915	1	25.915	23.838	.000b
	Residual	306.571	282	1.087		
	Total	332.486	283			

a. **Dependent Variable: SN** b. **Predictors: (Constant), OC**

As the significance level is less than alpha (F -value= 23.838), in this case assumed to be .05

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.126	.395		12.985	.000
	OC	-.562	.115	-.279	-4.882	.000

a. **Dependent Variable: SN**

The regression equation appears as: *: Significant at $\alpha=0.05$, If x1 (OC) increases one unit then the SN will decrease with about -.562 and from the above, it can be concluded that SN is affected negatively by OC.

Hypothesis 4: Subjective norms has a mediating effect on the relationship between organizational commitment and performance appraisal in Yemeni Islamic banking.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.590a	.348	.343	.81917

a. Predictors: (Constant), SN, OC

The results could be reported thus "34.8% of the variance in the measure of performance appraisal can be predicted by measures of organizational commitment and subjective norms." The standard error of estimate is a measure of error of prediction.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	100.510	2	50.255	74.892	.000b
	Residual	188.560	281	.671		
	Total	289.070	283			

a. **Dependent Variable: PA** b. **Predictors: (Constant), SN, OC**

As the significance level is less than alpha (F -value= 74.892), in this case assumed to be .05

Coefficients ^a						
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Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.208	.392		8.182	.000
	OC	.462	.094	.246	4.907	.000
	SN	-.440	.047	-.471	-9.396	.000

a. Dependent Variable: PA

The regression equation appears as: *: Significant at $\alpha=0.05$, If x1 (OC & SN) increases one unit then the PA will decrease with about (OC. 462 & SN -.440) and from the above, it can be concluded that PA is affected negatively by SN & SN.

After conducting various statistical tests of data, this study has not found major issues and problems.

Discussion

The current study created and offered a model of linkages between many notable fields in the administrative sciences and organizational behavior, tying them to cultural traditions, based on an overall analysis of the pertinent prior research. Essentially, using employee perspectives, this study attempted to ascertain the relationship between performance appraisal and organizational commitment in Yemen's Islamic banking sector by using subjective norms as a mediating element. According to the study's hypothesis, Performance Appraisal and OC have a substantial positive association, this is supporting hypotheses H1. This suggests that Performance Appraisal can be achieved when members and leaders are closer in the face of efficient policies and processes. This will help to improve the dedication within the organization. The study model suggested that SN subjective norms has negative a mediating direct influence on OC and Performance Appraisal. The results showed that SN has a significant negative mediating effect on these two variables, supporting hypotheses H2, H3 and H4.

As previous investigations revealed, the examination of a mediator (SN) enhanced the findings. Put differently, the impact of subjective norms identity on industrial productivity has been studied (Emam et al., 2019), and employee interactions within organizations are influenced by their subjective norm's identity. Certain subjective norms in Yemen have formed a confederation as a social unit. Thus, according to the results, culture has a strong mediating role in the relationship between OC and Performance Appraisal (Choon & Embi, 2012). This is explained by the fact that subjective norms rank highly among cultural factors in most Arab nations, including Yemen. Yemen's subjective norms is the cause of the nation's underdevelopment and pervasive corruption, which impede the advancement of the socioeconomic environment. As a result, even though subjective norm's identity influences some pertinent decisions, Islamic banks can implement performance appraisal procedures in an objective manner because of the employees' strong work ethic, dedication, and organizational commitment to completing their tasks to achieve organizational goals.

Conclusion

By investigating the relationship between organizational commitment (the independent variable) and Performance Appraisal (the dependent variable), with subjective norms acting as a mediating variable between the two in the context of Yemen's Islamic banking sector, the current study adds to the body of knowledge on performance appraisal. Yemen is one of the developing nations with a distinct context that is different from that of the developed nations. Research is therefore needed to revive performance appraisals for workers across cultural contexts. The distinctive social and cultural characteristics of the Arabic world have a significant impact on managerial tasks. (Emam, Jais, & Tabash, 2019) Thus, by examining the cultural impact of subjective norms on the Performance Appraisal and OC connection in Yemen, a developing nation, this study adds to the body of current work.

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