

**Impact of Continuous Performance Management
on Job Autonomy, Motivation, and Turnover
Intent of Employees in Multinational Companies
within Metro Manila**

— *Review of* —
**Integrative
Business &
Economics**
— *Research* —

Mark Moses H. Pagdonsolan
College of Commerce, University of Santo Tomas

Denise Joy S. Balan
College of Commerce, University of Santo Tomas

Karmi D. Mariscal
College of Commerce, University of Santo Tomas

Jason L. Chiu*
College of Commerce, University of Santo Tomas

ABSTRACT

Continuous Performance Management (CPM) is an emerging global trend in Human Resource Management, which is revolutionizing how performance management is being done in companies. From being a transactional process, CPM has turned performance management into a more employee-centered process which aids employees in their development. Thus, this study aimed to determine the impact of Continuous Performance Management (CPM) to common employee perceptions of job autonomy, motivation, and turnover intent among the employees of multinational companies implementing the trend within Metro Manila, Philippines. Using snowball sampling, a total of 155 employees were requested to answer a 5-part questionnaire covering the 4 constructs. Partial Least Squares Structural Equation Modeling (PLS-SEM) was used as the analysis tool while all the data gathered were processed through SPSS 22 and WarpPLS 5. Having all the study's hypotheses proven by its findings, this study can support human resource practitioners in understanding the trend better and will give insights on how to leverage their organization's performance management for employee development and retention.

Keywords: continuous performance management, motivation, job autonomy, turnover intent.

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1. INTRODUCTION

Performance management is a vital human resource process in every organization as it ensures that employee performance is aligned with the organization's goals and objectives. Currently, the world is witnessing dramatic changes in performance management approaches that organizations use. The traditional annual performance appraisal is now being cast aside as companies are switching to

Continuous Performance Management (CPM) which is characterized by collaborative setting of employee goals with his manager, more frequent conversations between a manager and a subordinate; two-way discussions about performance between the same; and affordance of real time and crowdsourced feedback (Zenger, 2017).

In spite of the trend of transitioning from the traditional performance management to the CPM approach, which is seen in some companies, relatively few studies have been written about the future possibilities in the facet of performance management, more so about CPM. As most organizations are still in the process of grasping the hallmarks of the modern performance management, CPM is also important to understand how it may further evolve (Deloitte Consulting LLP, 2017).

Thus, this study intends to determine (1) the effect of the implementation of CPM on employees' motivation; (2) the effect of the implementation of CPM on employees' job autonomy; (3) the effect of job autonomy on turnover intent; (4) the effect of motivation on turnover intent; and (5) the direct effect of the implementation of CPM on employees' turnover intent.

Through this research, a model depicting the possible role of CPM on employees' perception of job autonomy, motivation and turnover intent can contribute to the existing literature about CPM and be able to objectively explain in detail its beneficial effects. Likewise, this study can provide knowledge to companies which are still quite traditional when it comes to their performance management. If not the first, this study will be one of the first to study CPM which is a not much explored topic in the field of Human Resource Management.

2. THEORETICAL BACKGROUND

2.1 Theoretical Framework

This paper is supported by three theories namely, Goal-Setting Theory (1968), Herzberg's Two-Factor Theory (1974), and McGregor's Theory Y on employee motivation (1961).

According to Edwin Locke's Goal-Setting Theory (1968), individual goals that were established by an employee play an important role in keeping the same motivated to deliver an exceptional performance at work. As explained by Lunenburg (2011), one major finding on hundreds of researches conducted in relation to the theory, is that individuals who are provided with specific and difficult but attainable goals tend to perform better than those with easy and ambiguous goals or worse, with no goals at all. As further elaborated by Yearta, Maitlis, and Briner (1995), it is a cognitive theory of motivation anchored on the premise that people have needs that can be considered as the goals that they want to achieve, and consequently this forms the presumption that human behavior is purposeful and that goals direct an individual's drive to do a particular action. Thus, applying this theory, an employee who has been involved in the setting of specific and challenging goals with his manager, which is exhibited in continuous performance management, would thereafter feel motivated and passionate towards his work.

Secondly, the Two-factor theory also known as Motivator-hygiene theory, as authored by Frederick Herzberg (1974), suggests that there are two different sets of factors which cause satisfaction and dissatisfaction among employees. Herzberg named the first set as motivators which pertain to intrinsic factors like growth and promotional

opportunities, which when granted to employees, bring about job satisfaction and motivation. On the other hand, the second set pertains to hygiene factors or extrinsic factors like pay and benefits which may not be direct motivators but are necessary to prevent dissatisfaction. Meanwhile, this study focuses on a trend in HR which represents a philosophical shift to an ideology that a company has a share in the responsibility of supporting employees' desire to improve and grow in what they do, called the Continuous Performance Management (CPM) as discussed by Deloitte Development LLC (2017) in their research report. Using the two-factor theory lens, CPM carries several motivators like sense of growth, advancement and achievement. Hence, this theory will provide guidance in knowing how the motivators of CPM influence turnover intention of employees just as how Nanayakkara and Dayarathna (2016) found in their study a strong negative relationship between motivators and employees' intentions of leaving their current organization.

Douglas McGregor's Theory Y states that people can enjoy responsibility and work. Dharejo, Baloch, Jariko & Jhatial (2017) provided evidence for one of Theory Y assumptions that people can solve problems creatively and imaginatively. At the same time, it also proved that employees should be involved in decision-making since they are also able to make good decisions and exercise self-direction. Managers applying this theory use a decentralized and participative management style which is present in CPM, mainly in its feature of allowing a direct report to collaboratively set his work and performance goals with his manager and to suggest his own solutions to his performance issues. In a study conducted by Sorensen and Minahan (2011), the application of McGregor's Theory Y concepts in the workplace has been successful. Likewise, in the research report of Deloitte Development LLC (2017), it claims that CPM has shifted to a more decentralized organizational control which gives more autonomy and responsibility to employees. Therefore, Theory Y was deemed to be a good foundation in further supporting the claim which Deloitte Development LLC has made in its research report, wherein when employees are given more opportunity to decide on things involving their work and performance, which is present in CPM, the higher the autonomy they perceive at work.

2.2 Literature Review

Continuous Performance Management

Continuous Performance Management (CPM) is defined as an approach wherein frequent conversations and collaboration with regards to goal setting, work progress, and performance updates, between managers and direct reports are being practiced (Deloitte Development LLC., 2017). Additionally, CPM also includes ongoing check-in conversations between managers and direct reports, periodic performance/development conversations, and continuous, real-time collection of performance feedback data from employees' networks. Studies have proven some of the features of CPM effective as a tool in enhancing employees' overall well-being in different aspects. In a study conducted by Singh (2018), the continuous performance-based feedback is seen as a form of fairness among employees. In another study conducted by Cohen, Willem & Neerinx (2016), it was found that giving employees immediate feedback results to a better performance.

One of the purposes of Performance Appraisal Systems is to serve as a guide for development to employees (Rajib, Lalatendu & Subhas, 2018). However, instead of

using them as a guide, employees treat annual reviews as uncomfortable rituals which if given a choice, they would like to avoid (McElgunn, 2019). Employees fail to recognize the opportunity for growth that companies provide in their performance management strategies. This is what CPM strives to put an end to. Through its features, it aims to build a culture of open communication and continuous improvement that can help employees be the masters of their own development. With this, employees will be seeking for more rooms of improvement in order to stay competent at work, to which the real-time, employee-engaging, continuous performance management would be able to support.

Job Autonomy

Job autonomy refers to “a practice or set of practices involving the delegation of responsibility down the hierarchy so as to give employees increased decision-making authority with respect to the execution of their primary work tasks” (Lin, Lin, Lin, & Lin, 2013). According to Wheatley (2017), autonomy can be categorized into two namely: schedule control and job control. Job control refers to how much an employee has control over tasks, work conduct, method, etc. (Karasek, 1979 as cited in Wheatley, 2017). On the other hand, schedule control refers to the control an employee has with regards to the time of paid work to provide flexibility that is usually being associated with work-life balance (Glavin & Schieman, 2012, p. 75; Jang, Park, & Zippay, 2011, p. 136 as cited in Wheatley, 2017).

Providing the employees an opportunity to take part in relevant decision-making at work, most particularly decisions on their performance standing is one of the practices that CPM exhibits. With the development and growth opportunities that CPM practices bring, the employees are given more freedom to complete their tasks in the way they deem is right and are receiving the support that they need from their supervisors. Thus, it is hypothesized that:

H1: Continuous performance management is positively related to job autonomy.

Motivation

Motivation, as defined by Sajjad, A., Ghazanfar, H., & Ramzan, M. (2013), is the “big cause that gives direction to hold the particular behavior”. Similarly, Mescon (1995) (as cited by Kasyoki, F. K. & George, G. E., 2013), defined it as “a process of moving oneself and others to work toward attainment of organizational goals”. On the other hand, Armstrong (2001) perceived motivation as “the factors that influence people to behave in certain expected way” (as cited by Kasyoki & George, 2013). According to him, motivations are built of three concerns: (1) environment which includes working conditions; (2) job-related concerns such as availability of resources and working tools; and (3) personal concerns like opportunities for training and promotions. According to the Self Determination Theory, as explained by Fernet, Austin and Vallerand (2012), there are two broad types of motivation which affect how the employee performs: the autonomous motivation and the controlled motivation. Autonomous motivation pertains to acting with free will, or when employees perform well in their job because of the satisfaction or inherent pleasure that it gives them (intrinsic motivation) or when they personally know the value of their job or tasks (identified regulation). Controlled motivation, on the other hand, refers to an act which was done under internal or external pressure, or when they accomplish their task to avoid feelings of guilt and anxiety, or when they want to attain a sense of self-worth (introjected regulation) and/or because

they're being pressured or driven by an external force. The whole idea of CPM is to make employees realize that they hold their own professional growth and development, thus autonomous motivation.

Several studies have reinforced the relationship of performance management to employee motivation. According to Kasyoki and George (2013), performance management is a key determinant of motivation. Taking it to a micro perspective, Kaymaz (2011) found out that motivation increases as a result of decrease in performance ambiguity through receiving performance feedback. Furthermore, satisfaction with performance appraisal has a positive effect on increasing the motivation of employees with respect to remuneration (Jabeen, M., 2011); (Farzad, F., & Raisy, A., 2013). Meanwhile, Aslam and Sarwar (2010) asserted that lack of guidance on employees about their initial tasks and performance evaluation criteria would result to a decreased motivation and job dissatisfaction.

As explained in the previous sections of this study, continuous performance management is more than just a way of evaluating employees. It encompasses real-time feedback, ongoing one-on-one conversations which aim to help in the development of employees. Since CPM is a trend which has not yet been explored enough, the researchers wanted to find out if findings from several studies relating the traditional performance management to motivation would have the similar results with the CPM. Thus, it is hypothesized that:

H2: Continuous performance management is positively related to motivation.

Turnover Intent

According to Nauman (1992) (as cited by Siddiqui & Jamil, 2015), turnover is the instance where an employee separates from the firm while turnover intent refers to the intention of employees to leave their current organization just like as Kaur, Mohindru and Pankaj (2013) pertained to this variable as the likelihood that an individual will change his or her current job within a certain period of time which causes the actual turnover. There is a rich array of studies which have investigated the possible antecedents of turnover intent. One of the pertinent antecedents that were proven to have an effect to turnover intent is motivation (Nanayakkara & Dayarathna, 2016); (Sajjad, Ghazanfar, Ramzan, 2013); (Khan, Khan & Zakirullah, 2016). Vnouckova and Klupakova (2013) purports that it is likely that employees will leave an organization if there is absence of motivation for without it, they will not have clear goals and will not be able to achieve sense of fulfillment which leads to organizational efficiency. Another variable which has been subjected to study as to whether or not it has relation on employees' turnover intent is job autonomy. At present, there are a minimal number of studies which support the negative relationship between job autonomy and turnover intent (Galleta, Portoghese & Battiselli, 2011); (Shahzad, 2016). Therefore, to support the generalizability of the claim, researchers need to further perform studies in this area of knowledge.

Recruiting and selecting new employees and loss of sales due to inexperienced new-hires are the costs of turnover in an organization therefore in the field of Human Resources Management, turnover intent is one of the issues being seriously looked at (Kumar, Ramendran & Yacob, 2012). HR practitioners must always be on the lookout for the possible factors that may be causing employees their intentions to leave as well as the factors that could possibly decrease the same. Thus, the researchers hypothesized that:

H3: Continuous performance management is negatively related to turnover intent

H4: Motivation is negatively related to turnover intent

H5: Job autonomy is negatively related to turnover intent

2.3 The Hypothesized Model

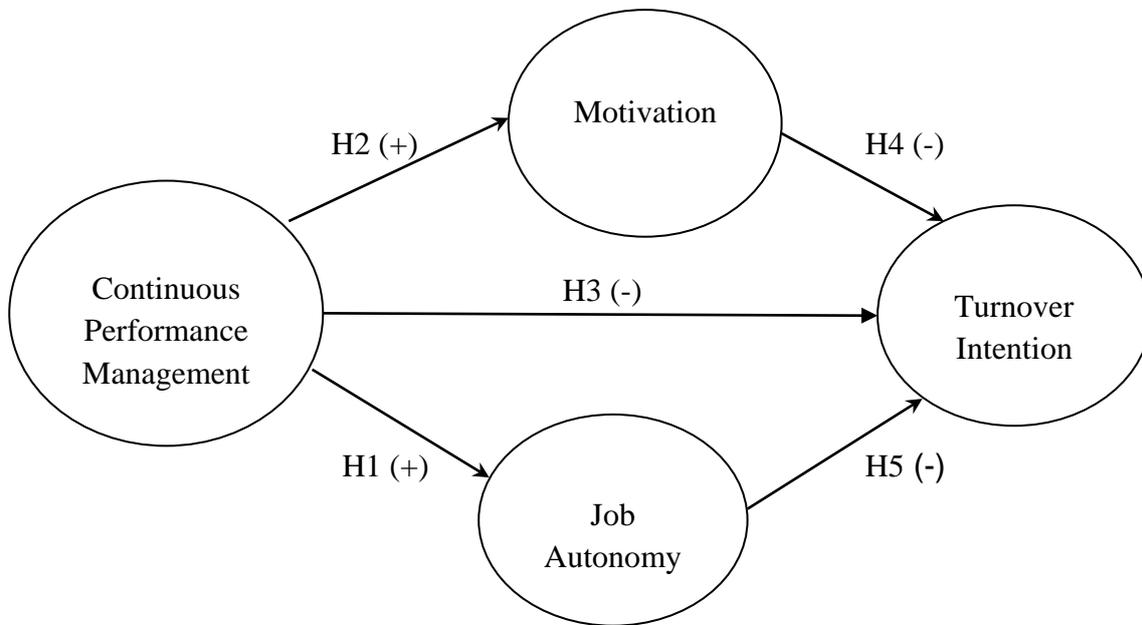


Figure 1: Proposed model of the impact of Continuous Performance Management to motivation, job autonomy and turnover intent of employees

3. METHOD

3.1 Research Design

The researchers used the Partial least Square Structural Equation Model (PLS-SEM) to analyze the impact of continuous performance management on job autonomy, employee motivation and intent to leave of employees in multinational companies located within Metro Manila. As worded by Hox and Berchger (1998), SEM “is a powerful technique that can combine complex path models with latent variables (factors).” The model is comprised of three (3) latent variables and five (5) hypotheses.

3.2 Subjects and Study Site

Employees in multinational companies implementing Continuous Performance Management (CPM) within Metro Manila were chosen as the target respondents for the survey. Considering that CPM is still a new trend in the field of human resources, all cities within Metro Manila were included in anticipation of a small number of companies that would fit the locus of the study.

3.3 Instrumentation

Prior to the conduct of data gathering, pilot testing was done. Some items with less than a Cronbach Alpha of 0.80 were removed since it implies low reliability. Survey questionnaire is composed of five (5) parts, namely:

- *Profile of the Respondents*. The first part contains the demographic information such as age, years of employment in the company, type of industry where the company belongs, workforce population of the company, and the availability of a software that supports the implementation of Continuous Performance Management.
- *Continuous Performance Management (CPM)*. This part includes researcher-made questions measuring the independent variable - Continuous Performance Management. The questions were evaluated and validated by three (3) human resource experts. It is comprised of fourteen (14) questions measured with a 6-point likert scale ranging from agree to a much extent (6) to disagree to a much extent (1).
- *Motivation (M)*. Adapted from Aspina Learning Resources, this section consists of sixteen (16) questions which included positive statements such as “I have friends at work” and “I know what results are expected of me”. Responses were also measured using a 6-point likert scale from agree to a much extent (6) to disagree to a much extent (1).
- *Job Autonomy (JA)*. This part which consists of seven (7) items were adapted from the study of Morgeson and Humphrey (2006). Statements such as “The job provides me with significant autonomy in making decisions” and “The job allows me to make a lot of decisions on my own” were asked on a 6-point semantic differential scale.
- *Turnover Intent (TI)*. This 2-item section of the questionnaire was adapted from Moore (2000) and measured a likert scale ranging from agree to a much extent (6) to disagree to a much extent (1) to gauge the rate of employees’ intention to leave.

3.4 Data Collection Procedure and Ethical Considerations

Before the conduct of the study, an online research was made to determine which companies within Metro Manila are implementing CPM. During the said prior research, the researchers have found some company research reports just like the one from Deloitte Consulting, identifying companies which are practicing CPM. Social media platforms, with the aid of google forms such as Facebook and LinkedIn were also utilized for the data gathering. This resulted to one-hundred five (105) respondents. Letters of request were also sent to nine (9) companies practicing continuous performance management, within Metro Manila prior to fielding the questionnaire. Two (2) companies agreed to the request to conduct the survey. One-hundred (100) physical copies of the questionnaires were distributed, sixty-two (62) responses were retrieved, and twelve (12) were spoiled, hence having fifty (50) valid responses from the physical copies.

At the onset of the data gathering, the researchers sent letters of permission to use the adapted tools which consequently, merited affirmative responses from the

respective authors. Additionally, the respondents were assured of the confidentiality of their answers and their personal identities.

3.5 Data Analysis

The gathered data were processed through the software, Statistical Package for Social Sciences (SPSS) 22 and WarpPLS 5. Confirmatory factor analysis was used to verify the underlying dimensions of continuous performance management and job autonomy. On the other hand, exploratory factor analysis was used to derive the underlying dimensions of motivation and turnover intention. Partial least Square Structural Equation Model (PLS-SEM) was utilized to evaluate and assess the hypotheses of the proposed model.

4. RESULTS

Table 1

Demographic characteristics of employees in multinational companies implementing Continuous Performance Management

Profile	No. of Respondents	%	Profile	No. of Respondents	%
<i>Age</i>			<i>Industry Sector</i>		
18-25	62	40	Primary	5	3.2
26-33	50	32.3	Secondary	5	3.2
34-41	37	23.9	Tertiary	122	78.7
42-49	5	3.2	Quaternary	23	14.8
>50	1	0.6	<i>Number of Employees</i>		
<i>Number of Years in the Company</i>			<100	8	5.2
<1	38	24.5	101-500	15	9.7
1-5	95	61.3	501-1000	8	5.2
6-10	15	9.7	>1000	124	80
>10	7	4.5	<i>With Software that Supports CPM</i>		
Yes	148	95.5			
No	7	4.5			

Table 1 shows the demographic profile of the respondents. Out of 155 respondents, majority are within the age bracket of 18-25 (62 or 40%). Most of the respondents have been working in their respective companies between 1-5 years (95 or 61.3%). As to whether the respondents are working in a company with a software that supports CPM, majority answered yes (148 or 95.5%). As to the sector of industry in which the companies of the respondents are engaged in, most answered tertiary (122 or 78.71%) which is comprised of companies engaged in service industry. Almost all the

respondents (124 or 80%) are working in big companies with the total number of employees not lower than 1000.

Confirmatory Factor Analysis of the study constructs

Table 2.1

Confirmatory Factor Analysis of Continuous Performance Management as experienced by multinational company employees

	β -Coefficient of items to factor dimension
Continuous Performance Management	
Ongoing check-in conversations	0.224
My immediate manager/supervisor allows me to suggest my own solution to my own performance issue.	0.882
My immediate manager/supervisor regularly checks on my progress towards meeting my objective.	0.866
My immediate manager/supervisor has good listening skills.	0.831
Ongoing Crowdsourced Feedback	0.221
My immediate manager/supervisor provides real-time specific feedback related to a particular outcome and expectation.	0.942
My immediate manager/supervisor provides me immediate/real-time feedback on my performance at work.	0.925
My co-workers give a constructive feedback without directing it to the person, but to the action itself.	0.699
Periodic Performance / Development Snapshots	0.22
My immediate manager/supervisor makes a time to have a one on one discussion and evaluation based on my strength, limitations and growth potential.	0.956
My immediate manager/supervisor prepares a private location that would be appropriate in discussing performance and avoiding interruptions in the discussion.	0.922
My immediate manager/supervisor evaluates my performance regularly.	0.913
Goal Setting	0.214
My immediate manager/supervisor enlightens me of the expectations about my job performance/performance goals	0.952
My immediate manager/supervisor and I set performance goals that have clear deadlines and milestones.	0.952
Coaching and Development Focus	0.214

My immediate manager/supervisor affords me positive reinforcement and constant support for performance improvements.	0.962
My immediate manager/supervisor provides extra support to help me in finishing my goals.	0.944
My immediate manager/supervisor and I collaboratively determine my training objectives that will be useful in improving my knowledge, skills and competencies.	0.921

Table 2.1 shows how evident continuous performance management is, as experienced by employees of multinational companies implementing it. Results of Confirmatory Factor Analysis revealed that the dimension of ongoing check-in conversations had the greatest effect or contribution to CPM ($\beta=0.224$) which is then followed by ongoing crowdsourced feedback ($\beta= 0.221$), periodic performance or development snapshots ($\beta=0.22$), goal setting ($\beta=0.214$), and coaching and development focus ($\beta=0.214$).

Allowing an employee to suggest his/her own solution to his/her own performance issue ($\beta=0.882$) is strongly relevant in ongoing check-in conversations dimension. Likewise, regularly checking on an employee's progress towards meeting his/her objectives ($\beta=0.866$) and having good listening skills ($\beta=0.831$) are also important.

Meanwhile, both of an immediate manager's act of providing an immediate or real time feedback on the employee's performance at work ($\beta=0.925$) and providing real time feedback related to a particular outcome and expectation ($\beta=0.942$) shows great evidence of ongoing crowdsourced feedback.

In periodic performance or development snapshots, all items are highly relevant, but it is most exhibited when the immediate manager or supervisor makes time to have a one-on-one discussion and evaluation based on the employee's strength, limitations and growth potential ($\beta=0.956$).

Under the goal setting dimension, both the enlightenment of expectations about job performance/ performance goals ($\beta=0.952$) and setting performance goals that have clear deadlines and milestones ($\beta=0.952$) with the employee's immediate manager or supervisor are relevant.

For coaching and development focus, all items were highly significant as they all have a beta coefficient greater than 0.90.

Table 2.2

Confirmatory Factor Analysis of job autonomy of employees in multinational companies implementing Continuous Performance Management

Job Autonomy	β -Coefficient of factor dimension
Work Methods Authority	0.369
The job allows me to decide on my own how to go about doing my work.	0.971
The job gives me considerable opportunity for independence and freedom in how I do the work.	0.964

The job allows me to make decisions about what methods I use to complete my work.	0.941
Decision-Making Authority	0.362
The job allows me to make a lot of decisions on my own.	0.973
The job provides me with significant autonomy in making decisions.	0.973
Work Scheduling Autonomy	0.349
The job allows me to make my own decisions about how to schedule my work.	0.94
The job allows me to decide on the order in which things are done on the job.	0.94

Table 2.2 substantiates how well multinational companies are exercising autonomy in their current job. Through pilot testing, it was known that two (2) out of nine (9) items in job autonomy were not usable, thus were discarded. All the dimensions; work methods authority, decision-making authority, and work scheduling autonomy had almost the same extent of contribution to the employees' perception of job autonomy.

Being able to decide on their own on how to go about their work ($\beta=0.971$), which gives them the sense of independence in work ($\beta=0.964$) mostly contributes to their work methods authority, which is a source of job autonomy. For the second dimension of the same construct, it has been found that decision-making authority largely stems from the opportunity to make decisions on their own ($\beta=0.973$) and possessing significant autonomy in making decisions ($\beta=0.973$). Likewise, employees may experience the third dimension, work scheduling autonomy if they get to decide on how to schedule or order the things to be done in their job ($\beta=0.94$).

The emerging model

The study intends to test a hypothesized model that illustrates the relationship of continuous performance management to job autonomy, motivation and turnover intent of employees in multinational companies implementing the Continuous Performance Management approach (See Fig. 1).

Table 3

Model Fit Indices of the resulting models

Model Fit indices	Values
Average Path Coefficient (APC)	0.407
Average R-squared (ARS)	0.468
Average block VIF (AVIF)	3.165
R-squared contribution ratio (RSCR)	1
Statistical suppression ratio (SSR)	1

Table 3 depicts the model fit statistics of the resulting model specifically the Average Path Coefficient (APC), Average R-squared (ARS), Average Block VIF (AVIF), R-squared Contribution Ratio (RSCR) and Statistical Suppression Ratio (SSR). The APC got a value of 0.407. ARS got a value of 0.468. AVIF got a value of 3.165. RSCR got a value of 1. Lastly, SSR got a value of 1. All of the values that were generated fall within the ideal range therefore showing compatibility and fitness of the proposed model.

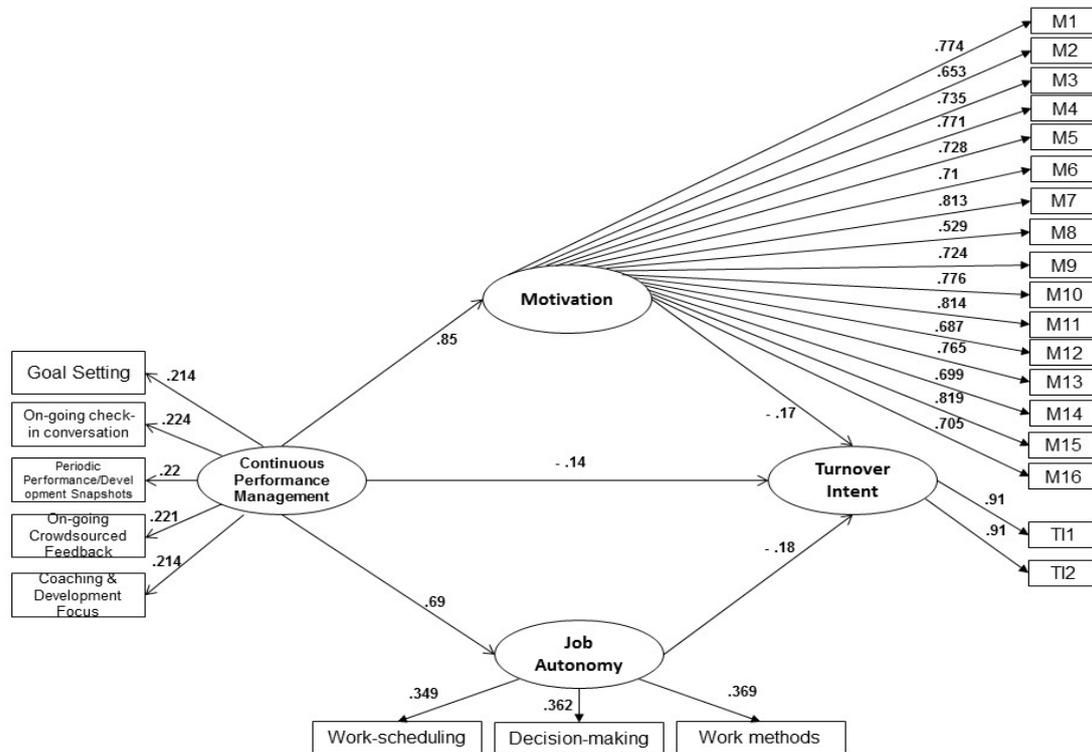


Figure 2: Emerging model of the causal relationships between Continuous Performance Management, motivation, job autonomy and turnover intent of employees.

As illustrated in figure 2, SEM analysis revealed the partial mediation effect of job autonomy and motivation between continuous performance management and turnover intent. Specifically, job autonomy negatively affects turnover intent ($\beta=-0.18$) as well as motivation ($\beta=-0.17$). As already proven in some studies, the more employees are allowed to exercise autonomy at work, the more they feel motivated, the less likely they think about quitting their current job. The study revealed significant relationships of CPM to motivation and job autonomy ($P<0.01$); motivation and job autonomy to turnover intent ($P=0.01$); and CPM to turnover intent ($P=0.04$) as supported by the computed p-values which are all lower than 0.05.

As also shown, even if CPM had a direct negative effect to turnover intent ($\beta=-0.14$), its effect on the latter became stronger when employees were motivated ($\beta=-0.17$) and deemed themselves to have autonomy at work ($\beta=-0.18$). This means that CPM which is being implemented in some companies should be perceived by employees as a source of motivation and should make them feel that they get to be in control of the aspects of their post. In relation to the emerging model, the succeeding tables (4.1 and 4.3) contains regression weights (β -coefficients) of the items measuring motivation and

turnover intent. These variables were factor-analyzed using principal axis factoring varimax rotation.

Table 4.1

Regression Weights of motivation of employees in multinational companies implementing Continuous Performance Management

Item Code	Motivation Indicators	Standardized Regression Weights
M1	The mission or purpose of my organization makes me feel my job is important.	0.774
M2	I know what results are expected of me.	0.653
M3	The quantity of my work is enough to keep me busy but not too much to over-burden me.	0.735
M4	I have the opportunity to do what I do best every day.	0.771
M5	I have all the materials and equipment I need to do my best every day.	0.728
M6	I know what my boss thinks of my performance.	0.71
M7	The relationship with my boss enables me to be open when discussing work problems and concerns.	0.813
M8	I have friends at work.	0.529
M9	In the last seven days I have received recognition or praise for doing good work.	0.724
M10	My boss keeps me informed about what is going on.	0.776
M11	I have opportunities to innovate and work on my initiative.	0.814
M12	I am free to choose my own method of working.	0.687
M13	I am adequately remunerated for what I do.	0.765
M14	Working relationships in my team are good.	0.699
M15	I am consulted, and my opinions seem to count.	0.819
M16	In the last year I have had opportunities to learn and develop.	0.705

Table 4.1 affirms that employees under a continuous performance management are highly motivated when they are consulted, and their opinions seem to count ($\beta=0.819$), if they have opportunities to innovate, work at their own initiative ($\beta=0.814$) and if their relationship with their boss enables them to be open when discussing work problems and concerns ($\beta=0.813$). Likewise, the employee feels motivated when his boss keeps him informed about what is going on ($\beta=0.776$) and the mission or purpose of his organization makes him feel that his job is important ($\beta=0.774$). Remarkably, having friends at work ($\beta=0.529$) has the least impact on the motivation of the employees.

Table 4.2

Regression Weights of turnover intent of employees in multinational companies implementing Continuous Performance Management

Item Code	Turnover Intention Indicators	Standardized Regression Weights
TI2	I will probably look for a job at a different company in the next year.	0.91
TI1	How likely is it that you will take steps during the next year to secure a job at a different company?	0.91

Table 4.2 shows that with the implementation of continuous performance management, employees are less likely to look for a job at a different company in the next year ($\beta=0.91$). At the same time, they are less likely to take steps to secure a job at a different company during the next year ($\beta=0.91$).

5. DISCUSSION

The study sought to provide a model portraying the impact of continuous performance management approach to the employees of multinational companies in Manila implementing the said approach. The findings were able to prove the existence of significant relationships among the study constructs and supported all the hypotheses made.

At present, Continuous Performance Management (CPM) is revolutionizing how companies carry out their performance management. As opposed to traditional annual appraisals, this trend carries the quality of being continuous and non-ending. The same promotes ongoing conversations between superiors and subordinates about work expectations and progress, and continuous crowdsourced feedback (Deloitte Development LLC, 2017). Given the freshness of the approach in the field, there is a limited array of information, more so studies encompassing this topic. In a study made by Bersin by Deloitte (2017), it was emphasized that one of the benefits of the trend is having empowered employees who can involve themselves in aspects involving their work. This claim is reflective of the findings from this study whereas the features of CPM exhibited a positive relationship with job autonomy which means that the more that employees experience the components of the trend, the more they feel that they have autonomy in their work. CPM operates in a way that is consistent with Douglas McGregor's Theory Y which states that people can enjoy responsibility thus should be given authority to be involved in decision-making at work. The participative and more interactive management style of CPM was proven to foster autonomy among employees which in return enables them to utilize their skills and capabilities in achieving their objectives. Moreover, the results also showed that the dimension of having on-going check-in conversations between a manager and a direct report had the greatest contribution or effect in the variable, CPM. This can be explained by the social exchange theory as mentioned by Sepdiningtyas and Santoso (2017) in their study wherein followers are encouraged to increase their efforts to achieve work goals when given support and trust by their leaders.

The relationship between continuous performance management and motivation is highly significant, which means that if an employee is receiving well-implemented CPM practices, it would most likely lead to increased motivation. This is parallel to theories which have been long established in the field. One of which is demonstrated in Edwin Locke's theory (1968) and Herzberg's theory (1974), whereas setting of individual goals and providing growth and promotional opportunities increases an employee's motivation towards work. Apparently, when combined together, the aforementioned practices would comprise the continuous performance management.

It can be deduced from the aforementioned facts that giving employees a share of the responsibility for their own growth and development through consistently having conversations with their superiors about job performance, participation in the setting of their own goals, and ongoing pursuit and giving of feedback from and to colleagues affects some intrinsic aspects of their work. It was proven that experience with CPM makes employees have a sense of autonomy which is known to be one of an individual's basic psychological needs as asserted by the Self-Determination Theory (Galleta, Portoghese & Battistelli, 2011) and which is also used to retain employees (Kramer & Schmelenberg, 2002).

On the other hand, studies also show how both the intrinsic variables, autonomy and motivation can curb turnover intent and maintain employees' membership in their current company. This is affirmed in the study when it revealed a negative relationship of CPM, motivation and job autonomy with turnover intent. This indicates that the more that an employee experiences the features of CPM, he is more motivated and has more autonomy at work, the less likely that the same will think about leaving the organization. The negative relationship between motivation and turnover intent as proven in the study validates all the other findings in the study of Khan, Khan & Zakirullah (2016), Nanayakkara & Dayarathna (2016), and Sajjad, Ghazanfar & Ramzan (2013). This signifies that employees' internal drive at work may not strongly affect turnover intent but can still contribute to their desire of quitting their current job. In accordance with the existing studies of Shahzad (2016) and Lin, Lin & Lin (2013), the result implies a negative relationship of job autonomy to turnover intent. This means that when an employee is afforded with more autonomy in doing his task, there would be lesser intent of leaving the company. Furthermore, being able to freely develop own work activities also leads to identification and attachment to work environment which, in turn, reduces the employee's desire to leave.

In the study, it was presented that even if CPM had a direct negative effect on turnover intent, its effect on the latter became stronger when employees were motivated and deemed themselves to have autonomy at work. This means that as employees get more motivated and become more autonomous at their work through having ongoing check-in conversations, performance discussions and goal setting with their direct managers; real time crowdsourced feedback; and more focus on their development, they would less likely leave their current organization.

Additionally, it can be observed from the demographic data that the biggest chunk of the respondents are millennials who were born from 1981 to 1996 and post-millennials who were born from 1997 and later as defined by Pew Research Center (2018). The high positive relationship of the CPM features with autonomy, which was proven by this study can support studies made about next generations' preferences at work. As employees who are part of generations with values and attitudes different from the past generations, millennials and post-millennials have the independent

mindset which makes them want managers who would not micromanage them and who would give them the opportunity to think of better processes and solutions at work (Ernst & Young LLP, 2016). This gives them the sense of autonomy to make pertinent decisions which makes them feel more valued. Having mentioned all the foregoing, CPM, with its features being aligned to some work set-up preferences of the younger generation can potentially be the future of managing performance of the next generation workforce.

Also, big multinational companies within Metro Manila have greater patronage of CPM, as can be seen in the demographics. However, a more striking piece of information is the concentration of respondents in the tertiary industry sector or the category to which companies involved in providing services to consumers and businesses such as transportation and retail belong. Bowen and Ford (2002), as mentioned in Anderson (2006), have also alluded the difference in managing employees between manufacturing and service sector. According to them, with the customer satisfaction as the end-goal of most service companies, employees are trained to address unique needs of customers. The variety and diversity of tasks that service sector employees need to perform create a bigger room for knowledge, skills and abilities which employees need to acquire and develop. This could explain why more service companies are leaning to CPM for it is characterized by closer interactions between a manager and a direct report, real time crowdsourced feedback and more frequent performance discussions which all aid a tertiary company employee in his continuous learning and development.

6. CONCLUSION

This study talks about the emerging trend in the HR industry, the continuous performance management, and its effects on job autonomy, motivation, and turnover intent of the employees in multinational companies implementing the same, within Metro Manila.

Findings of this study have proven that implementing continuous performance management extremely affects the motivation and job autonomy of employees. Consequently, job autonomy and motivation both have significant but weak effect on the turnover intent of multinational company employees. Hence, providing a performance management system that is immediate, continuous and collaborative; and which helps the employees in their personal and career development would most likely produce well-motivated employees and employees with freedom to decide on their own at work. Another subtle conclusion which can be drawn from the findings is that employees highly value their interactions with their immediate supervisors or managers as shown in the top contributors in the dimensions of CPM.

All these findings only go to show that performance management can go beyond its traditional precept of evaluating employees and using the same for compensation and performance issue purposes. Doing appraisals and having performance conversations with immediate managers or subordinates in a less frequent manner or doing it in a more fixed points of time is not necessarily inferior to the more continuous or ongoing quality of the trend, continuous performance management. However, as presented by the findings of this study, employees can exercise autonomy at work and feel more motivated with the presence of the CPM practices. With the consideration of the workforce readiness through assessment of organizational culture, this can be a strong

backboard for companies to invest or develop a more continuous, real-time or ongoing practice of performance management which encourages employees to be more involved in their own development, allows employees to decide on their own and promotes more constant communication between immediate managers and subordinates. As a possible result, a process which is originally meant for regulating compensation and performance, could potentially become a way to increase employee engagement, can form part of the management's retention programs and consequently be a much more effective way to decrease turnover rate.

This study shall also serve as a call for action to companies, most particularly to HR practitioners to revisit their performance management approach. Performance management, most particularly, performance appraisals must not be a fault-finding but rather a fact-finding process which can increase employees' awareness of their own strengths and weaknesses to which they can use as a guide in improving themselves. As a result, this can develop employees who are more motivated rather than disheartened and accepting of one's weaknesses instead of being defensive, every after a performance discussion or appraisal they undergo. With the proven positive effect of continuous performance management on motivation and job autonomy and its potential to curb turnover intentions of employees, CPM is just one of the several new ideas in the field, which strive to uphold the human side of the practice of human resource management.

With the seen possible implications which pertain to the next generation work set-up preferences being aligned to the practices under CPM and the greater patronage of tertiary companies to CPM which is potentially due to the different needs of their employees in terms of performance development, this study can be a stepping stone towards the confirmation of the aforementioned probable implications. Due to the scarcity of information, specifically studies revolving around continuous performance management, future researchers may also consider studying this topic using other variables such as job satisfaction or organizational climate. Considering the weak correlation of both job autonomy and motivation to turnover intent, future researches can include other variables and test them for their possible effects between the mentioned variables and turnover intent. Continuous performance management's impact on the employees receiving it has been the subject of most articles and researches at present, but not much of its effect to the management's perspective in terms of its benefits in managing direct reports' performance. Hence, future researchers may consider analyzing the impact of CPM from the perspective of mentors, who train and help in developing skills and performance of direct reports. Additionally, the influence of CPM to a company's overall organizational performance can also be explored through checking the relationship of CPM practices to employee's key performance indicators results. Lastly, future researchers may also have a more in-depth research on the possible influence of industry sector from which a certain company belongs, to the impact of CPM.

APPENDICES

Appendices 1-3: Available from the Author(s) on request.

Appendix 4: Data Analysis

Frequency Table

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-25	62	40.0	40.0	40.0
26-33	50	32.3	32.3	72.3
34-41	37	23.9	23.9	96.1
42-49	5	3.2	3.2	99.4
>50	1	.6	.6	100.0
Total	155	100.0	100.0	

Number of Years in the Company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <1 yr	38	24.5	24.5	24.5
1-5	95	61.3	61.3	85.8
6-10	15	9.7	9.7	95.5
>10	7	4.5	4.5	100.0
Total	155	100.0	100.0	

Sector

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid manufacturing	5	3.2	3.2	3.2
services	37	23.9	23.9	27.1
banking	17	11.0	11.0	38.1
retail	1	.6	.6	38.7
others	95	61.3	61.3	100.0
Total	155	100.0	100.0	

Number of Employees in the Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <100	8	5.2	5.2	5.2
101-500	15	9.7	9.7	14.8
501-1000	8	5.2	5.2	20.0
>1000	124	80.0	80.0	100.0
Total	155	100.0	100.0	

With software that supports CPM

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	148	95.5	95.5	95.5
no	7	4.5	4.5	100.0
Total	155	100.0	100.0	

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.912
Bartlett's Test of Sphericity	Approx. Chi-Square	1757.447
	Df	120
	Sig.	.000

Communalities

	Initial	Extraction
M1	.659	.600
M2	.562	.427
M3	.688	.540
M4	.717	.594
M5	.622	.531
M6	.544	.504
M7	.763	.660
M8	.424	.280
M9	.593	.524
M10	.672	.602
M11	.728	.662
M12	.533	.472
M13	.636	.586
M14	.681	.489
M15	.760	.671
M16	.584	.497

Extraction Method: Principal Axis Factoring.

Total Variance Explained

Factor	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.082	56.760	56.760	8.638	53.988	53.988
2	.986	6.165	62.926			
3	.940	5.875	68.800			
4	.750	4.688	73.488			
5	.597	3.731	77.219			
6	.549	3.430	80.648			
7	.522	3.264	83.912			
8	.457	2.854	86.766			
9	.384	2.400	89.166			
10	.358	2.240	91.406			
11	.322	2.010	93.416			
12	.274	1.715	95.131			
13	.262	1.635	96.766			
14	.231	1.442	98.208			
15	.183	1.142	99.350			
16	.104	.650	100.000			

Extraction Method: Principal Axis Factoring.

Factor Matrix^a

	Factor	
	1	
M15		.819
M11		.814
M7		.813
M10		.776
M1		.774
M4		.771
M13		.765
M3		.735
M5		.728
M9		.724
M6		.710
M16		.705
M14		.699
M12		.687
M2		.653
M8		.529

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 4 iterations required.

Rotated Factor Matrix^a

a. Only one factor was extracted. The solution cannot be rotated.

Reliability

Reliability Statistics

Cronbach's Alpha	N of Items
.948	16

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.500
Bartlett's Test of Sphericity	Approx. Chi-Square	177.158
	df	1
	Sig.	.000

Communalities

	Initial	Extraction
TI1	.687	.828
TI2	.687	.828

Extraction Method: Principal Axis Factoring.

Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.829	91.444	91.444	1.657	82.833	82.833
2	.171	8.556	100.000			

Extraction Method: Principal Axis Factoring.

Factor Matrix^a

	Factor
	1
TI2	.910
TI1	.910

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 8 iterations required.

Rotated Factor Matrix^a

a. Only one factor was extracted. The solution cannot be rotated.

Reliability

Reliability Statistics

Cronbach's Alpha	N of Items
.906	2

Indicator Weights

	Turnove	CPM	Motiv	JAUTO	Type (a)	SE	P value	VIF	WLS	ES
lv_Turn	1	0	0	0	Formati	0.065	<0.001	0	1	1
lv_Goal	0	0.214	0	0	Formati	0.077	0.003	3.653	1	0.192
lv_Ongo	0	0.224	0	0	Formati	0.076	0.002	5.353	1	0.21
lv_Perri	0	0.22	0	0	Formati	0.077	0.002	4.23	1	0.202
lv_Crow	0	0.221	0	0	Formati	0.077	0.002	4.632	1	0.205
lv_Coac	0	0.214	0	0	Formati	0.077	0.003	3.534	1	0.191
lv_Moti	0	0	1	0	Formati	0.065	<0.001	0	1	1
lv_Work	0	0	0	0.349	Formati	0.074	<0.001	2.605	1	0.313
lv_Decei	0	0	0	0.362	Formati	0.074	<0.001	3.857	1	0.337
lv_WMmet	0	0	0	0.369	Formati	0.074	<0.001	4.584	1	0.35

Notes: P values < 0.05 and VIFs < 2.5 are desirable for formative indicators; VIF = indicator variance inflation factor; WLS = indicator weight-loading sign (-1 = Simpson's paradox in l.v.); ES = indicator effect size.

R-squared coefficients

Turnover	CPM	Motiv	JAUTO
0.197		0.731	0.478

Adjusted R-squared coefficients

Turnover	CPM	Motiv	JAUTO
0.181		0.729	0.474

Composite reliability coefficients

Turnover	CPM	Motiv	JAUTO
1	0.963	1	0.947

Cronbach's alpha coefficients

Turnover	CPM	Motiv	JAUTO
1	0.951	1	0.917

Average variances extracted

Turnover	CPM	Motiv	JAUTO
1	0.838	1	0.857

Full collinearity VIFs

Turnover	CPM	Motiv	JAuto
1.22	3.656	5.434	2.816

Q-squared coefficients

Turnover	CPM	Motiv	JAuto
0.197		0.73	0.477

Minimum and maximum values

Turnover	CPM	Motiv	JAuto
-1.666	-3.412	-3.203	-3.777
1.386	1.263	1.317	1.164

Medians (top) and modes (bottom)

Turnover	CPM	Motiv	JAuto
0.165	0.056	0.154	0.176
1.386	1.263	1.317	1.164

Skewness (top) and exc. kurtosis (bottom) coefficients

Turnover	CPM	Motiv	JAuto
-0.106	-0.896	-0.666	-0.912
-1.138	0.663	-0.118	1.038

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