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## **Role of Performance Management and Reward Systems During Organizational Change in Enhancing Employee Commitment in Manufacturing Units of Delhi NCR**

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### **ABSTRACT**

Organizational change in the manufacturing sector has become a strategic imperative due to globalization, technological innovation, and shifting consumer expectations. Within this dynamic environment, human resource practices, particularly performance management and reward systems, emerge as critical levers to maintain and enhance employee commitment. This paper investigates how structured performance appraisal processes, fair and transparent reward mechanisms, and participative feedback systems can influence employees' affective, continuance, and normative commitment during organizational transformation. Drawing upon a mixed-methods approach involving surveys and semi-structured interviews with employees and HR managers across manufacturing units in Delhi NCR, the study explores the interrelationships between performance management, reward practices, and organizational commitment. Results indicate that alignment of performance metrics with change goals, recognition of individual and team contributions, and transparent communication of reward criteria significantly enhance employee buy-in and retention. The paper contributes to the literature on change management HR practices by offering a practical framework for designing performance management and reward systems that support employee engagement during organizational transitions.

**Keywords:** Performance Management, Reward Systems, Organizational Change, Employee Commitment, Manufacturing Units, Delhi NCR

### **1. INTRODUCTION**

Organizational change is no longer an occasional exercise but a constant necessity for firms striving to remain competitive in an increasingly globalized economy. The manufacturing industry in the Delhi National Capital Region (NCR) exemplifies this phenomenon. From automation and digitalization to lean manufacturing and sustainability initiatives, manufacturing firms are undergoing multifaceted transformations. However, despite significant capital



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investments in technology and infrastructure, the human factor remains the most decisive element in determining whether change efforts succeed or fail.

Performance management and reward systems are pivotal human resource (HR) practices that directly influence how employees perceive, respond to, and engage with organizational change. When carefully designed and implemented, these systems reinforce desired behaviors, motivate employees to adopt new processes, and build a sense of fairness and transparency. Conversely, poorly executed performance and reward mechanisms can breed distrust, reduce morale, and accelerate employee turnover, especially during times of uncertainty.

- **Context of Delhi NCR Manufacturing Sector**

Delhi NCR, encompassing cities such as Noida, Ghaziabad, Gurugram, and Faridabad, is one of India's most significant manufacturing hubs. It hosts a diverse range of industries including automotive components, textiles, pharmaceuticals, electrical goods, and consumer durables. The region's workforce is heterogeneous, comprising both highly skilled professionals and large numbers of semi-skilled or unskilled labor. This diversity poses unique challenges in designing performance management and reward systems that are fair, motivating, and aligned with organizational change initiatives.

- **Importance of Performance Management During Change**

Performance management during organizational change involves setting clear expectations, monitoring progress, providing feedback, and aligning individual goals with new organizational objectives. In a stable environment, performance management is relatively straightforward, but during change, it must adapt to evolving roles, processes, and metrics. Employees need clarity on how their performance will be evaluated, especially when old benchmarks may no longer apply. Without such clarity, anxiety and resistance to change can grow.

- **Reward Systems as Reinforcement Mechanisms**

Rewards — both financial (pay raises, bonuses, incentives) and non-financial (recognition, career development opportunities, flexible work arrangements) — serve as powerful reinforcement tools. During organizational change, rewards can acknowledge employees' efforts in embracing new practices, thus strengthening their emotional bond with the organization. Reward systems that are perceived as equitable, transparent, and linked to performance outcomes foster trust and commitment.

- **Employee Commitment Under Change Conditions**

Organizational commitment, as conceptualized by Meyer and Allen (1991), comprises three dimensions:

- **Affective commitment** (emotional attachment),
- **Continuance commitment** (perceived cost of leaving), and
- **Normative commitment** (sense of obligation).



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Performance management and reward systems can positively influence all three dimensions. For instance, fair recognition enhances affective commitment; competitive pay and job security bolster continuance commitment; and participative appraisal processes can increase normative commitment by signaling organizational support.

## 2. AIMS AND OBJECTIVES

The primary aim of this research is to examine the role of performance management and reward systems during organizational change in enhancing employee commitment in manufacturing units of Delhi NCR. Specific objectives include:

- To analyze existing performance management practices during periods of organizational change in manufacturing units of Delhi NCR.
- To identify the types of reward systems implemented during change and evaluate their perceived fairness and effectiveness.
- To assess the relationship between performance management, reward systems, and the three dimensions of organizational commitment.
- To propose a framework for integrating performance management and reward systems with change management initiatives to maximize employee commitment.

## 3. REVIEW OF LITERATURE

### • Introduction to the Literature Review

The literature on performance management, reward systems, organizational change, and employee commitment spans several decades and reflects contributions from organizational behavior, human resource management, industrial psychology, and change management. This review synthesizes existing knowledge, identifies gaps relevant to the manufacturing sector of Delhi NCR, and establishes a theoretical foundation for the present study. Key themes include the evolution of performance management systems (PMS), the design of reward systems as motivational levers, the interplay between PMS and reward systems during organizational change, and their impact on the three components of organizational commitment — affective, continuance, and normative.

### • Conceptual Foundations of Performance Management

#### Evolution of Performance Management Systems

Performance management originated as a formal mechanism to evaluate employee output against predetermined standards. Early models in the 1950s and 1960s focused narrowly on performance appraisal, often annual, with limited feedback (McGregor, 1960). The 1980s and 1990s saw a shift toward continuous performance management — emphasizing goal setting, regular feedback, and employee development (Armstrong & Baron, 1998). In the 21st century, performance management has evolved into a strategic tool linking individual contributions to organizational objectives, especially critical during times of change.



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## **Performance Management as a Strategic HR Practice**

Scholars argue that effective performance management aligns employees' goals with organizational strategy (Kaplan & Norton, 1996; Becker et al., 2001). During change, this alignment becomes even more vital, as new strategic directions require employees to develop different competencies and behaviors. Studies in manufacturing contexts (Khan & Qureshi, 2019) show that performance management systems designed to be flexible and adaptive help employees cope with transitional phases and reduce resistance to change.

### **Key Components of Performance Management**

Key components include goal setting, performance monitoring, feedback, coaching, and appraisal. Research demonstrates that employees are more receptive to organizational change when they receive clear expectations and ongoing developmental feedback (Pulakos, 2004). Transparent appraisal criteria also foster trust, an essential precondition for commitment.

- **Reward Systems as Motivational Drivers**

#### **Types of Reward Systems**

Reward systems encompass financial (direct pay, bonuses, incentives, profit-sharing) and non-financial elements (recognition, career advancement opportunities, training, flexible work arrangements). Lawler (2000) emphasizes the importance of a “total rewards” approach integrating intrinsic and extrinsic motivators. Manufacturing industries often rely on both time-based and piece-rate pay structures, but newer models emphasize skill-based pay and gain-sharing to drive innovation and commitment.

#### **Empirical Evidence Linking Reward Systems to Commitment**

Empirical studies in industrial settings show that well-designed reward systems improve not only performance but also organizational loyalty. For example, Park et al. (2017) found that manufacturing firms implementing gain-sharing schemes during process reengineering experienced higher employee retention and morale compared to firms using traditional reward methods.

- **Organizational Change and HR Practices**

#### **Nature of Organizational Change**

Organizational change includes strategic realignment, restructuring, downsizing, mergers, technology adoption, and cultural transformations (Burnes, 2017). Such change often disrupts established work routines and expectations, creating uncertainty. HR practices can act as stabilizing mechanisms by signaling consistency, fairness, and organizational support.

**Change Management Models Relevant to HR-** Several models provide frameworks for implementing change:

- **Lewin's Three-Step Model (1947):** Unfreeze, Change, Refreeze.



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- **Kotter's Eight-Step Model (1996):** Emphasizes leadership, communication, and short-term wins.
- **ADKAR Model (Hiatt, 2006):** Awareness, Desire, Knowledge, Ability, Reinforcement. Performance management and reward systems can be mapped onto these models as tools for reinforcement and capability-building.

## **HR Practices as Mediators of Change Outcomes**

Research highlights that HR practices can mediate the relationship between change initiatives and employee outcomes (Alfes et al., 2013). Specifically, performance management and reward systems shape perceptions of procedural and distributive justice, which in turn affect commitment levels.

### • **Organizational Commitment: The Link with HR Practices**

#### **Dimensions of Organizational Commitment**

Meyer and Allen's (1991) three-component model remains the most widely used framework: affective, continuance, and normative commitment. Each dimension responds differently to HR practices during change.

- **Affective commitment** increases when employees feel valued and supported.
- **Continuance commitment** is influenced by perceived costs of leaving (benefits, pay, tenure).
- **Normative commitment** stems from a sense of obligation, which HR practices can reinforce by emphasizing collective goals.

#### **Evidence from Manufacturing Industries**

Manufacturing firms in emerging economies face high turnover and skill shortages. Studies in Indian contexts (Singh & Dixit, 2020) show that fair appraisals and transparent reward mechanisms significantly improve affective commitment among shop-floor workers and supervisors. Conversely, inconsistent or opaque reward practices erode trust and exacerbate resistance to change.

#### **Mediating Role of Perceptions of Fairness**

Perceived fairness (organizational justice) mediates the relationship between HR practices and commitment. Colquitt et al. (2001) found that procedural and distributive justice predict employee attitudes during organizational change more strongly than the change itself. Transparent performance criteria and equitable reward distribution foster a sense of fairness, enhancing commitment.

### • **Integration of Performance Management and Reward Systems During Organizational Change**

#### **Synergy between Performance and Rewards**



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When performance appraisals are directly linked to rewards, employees perceive a coherent and fair system. Such integration provides a clear “line of sight” between effort, performance, and outcomes (Gerhart & Rynes, 2003). During change, this linkage can serve as a powerful motivator, aligning individual efforts with new organizational objectives.

## **Feedback and Recognition as Low-Cost Rewards**

Not all rewards need to be monetary. Feedback, public recognition, and symbolic rewards (certificates, awards) can significantly influence employee morale. Studies in lean manufacturing transformations (Womack & Jones, 2003) show that regular feedback and recognition accelerate the adoption of new practices.

**Challenges in Manufacturing Units of Delhi NCR-** The diversity of workforce skill levels, prevalence of contract labor, and varying HR maturity across firms complicate the design of unified performance and reward systems. Some manufacturing units rely on traditional wage systems and annual appraisals, while others experiment with gain-sharing and continuous feedback platforms. Understanding how these systems function during change is critical for drawing context-specific insights.

- **Empirical Studies in Indian Context**

## **Performance Management and Organizational Change**

Indian studies (Rao & Abraham, 2018) highlight that companies undergoing automation and process reengineering benefit from participative goal-setting and transparent appraisal systems. Employees who receive regular developmental feedback show higher adaptability and lower absenteeism during transitions.

**Reward Systems in Indian Manufacturing Firms-** Research by Gupta & Bhaskar (2019) finds that incentive-based reward schemes tied to production targets improve short-term output but must be complemented by career development opportunities to sustain long-term commitment.

**HR Practices in Delhi NCR Manufacturing Units** Delhi NCR’s manufacturing sector reflects a microcosm of India’s industrial workforce. Studies focusing specifically on the region (Sharma, 2021) report that firms investing in structured performance appraisals and mixed reward systems (financial + recognition) outperform those relying solely on wage increases during change efforts.

## **4. RESEARCH METHODOLOGY**

A well-structured research methodology is essential to address the study’s objectives and test its conceptual framework. In line with the topic “Role of Performance Management and Reward Systems During Organizational Change in Enhancing Employee Commitment in Manufacturing Units of Delhi NCR,” this section outlines the research design, nature and type of research, study area, sampling technique and sample size, data collection methods, tools of analysis, and ethical considerations. The methodology combines both quantitative and qualitative elements to obtain a



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comprehensive understanding of how performance management and reward systems influence employee commitment during organizational change.

## • **Research Design**

The study adopts a **descriptive–analytical research design**. This is appropriate because the research seeks to (a) describe existing HR practices and (b) analyze their influence on employee commitment. Descriptive design allows for systematic observation of current performance management and reward systems, while the analytical component tests hypotheses about their relationship with employee commitment.

Organizational change in manufacturing units is multifaceted and involves complex HR practices. A descriptive–analytical design permits a holistic examination of these practices and their outcomes without experimental manipulation, which would be impractical and disruptive in real-world industrial settings.

## • **Nature and Type of Research**

This study uses a **mixed-methods approach** combining **quantitative** survey data with **qualitative** semi-structured interviews. Quantitative data provide measurable evidence of relationships among variables, while qualitative insights offer deeper understanding of employee experiences during change initiatives.

Given time and resource constraints, the research is **cross-sectional**, capturing data at one point in time. However, questions about past and ongoing change initiatives allow participants to reflect on experiences over time.

Delhi NCR encompasses Delhi and surrounding districts in Haryana (Gurugram, Faridabad), Uttar Pradesh (Noida, Ghaziabad), and Rajasthan (Bhiwadi). This region is one of India's largest industrial corridors, housing automotive, electronics, textiles, and consumer goods manufacturing units.

The area offers a diverse range of organizations—from small and medium-sized enterprises to large multinational corporations—undergoing varying degrees of organizational change, thus providing an ideal setting to explore the research questions.

## • **Population and Sampling**

The target population includes:

- HR managers and supervisors responsible for performance management and rewards during change initiatives.
- Employees at various levels (shop-floor workers, supervisors, technical staff, administrative staff) who have experienced organizational change in the last three years.

A list of manufacturing units was obtained from industrial associations such as CII (Confederation of Indian Industry) Delhi Chapter, the Noida Entrepreneurs Association, and the



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Haryana State Industrial Development Corporation. Units with 50+ employees and at least one significant organizational change in the last three years were included in the frame.

The study uses **purposive sampling** to select manufacturing units undergoing organizational change and **stratified random sampling** within each unit to ensure representation of diverse employee categories (shop floor, supervisory, managerial).

Based on power analysis and previous studies, a minimum of **300 employee respondents** and **30 HR managers/supervisors** was targeted:

Category	Sample Size	Percentage of Total
Shop-floor & technical staff	150	50%
Supervisory & administrative staff	90	30%
Managers/HR personnel	60	20%
<b>Total</b>	<b>300</b>	<b>100%</b>

This mix allows robust statistical testing of the relationships while also collecting qualitative data from managerial interviews.

## 5. RESULTS AND INTERPRETATION

This section presents the findings from the survey of 300 employees and interviews with 30 HR managers/supervisors in manufacturing units across Delhi NCR. Quantitative results from structured questionnaires are supplemented with qualitative insights from semi-structured interviews. The analysis tests the hypotheses framed in the research methodology, evaluates the relationships among performance management practices, reward systems, and employee commitment, and interprets how these relationships operate during organizational change.

### Demographic Profile of Respondents

**Table 1:** summarizes the demographic composition of the 300 employee respondents:

Variable	Categories
Gender	Male (78%), Female (22%)
Age	20–30 years (35%), 31–40 (40%), 41–50 (20%), 51+ (5%)
Education	Diploma/ITI (38%), Graduate (44%), Postgraduate (18%)
Tenure with Organization	<3 years (33%), 3–7 years (37%), 8–15 years (20%), >15 years (10%)
Position	Shop-floor staff (50%), Supervisory/Technical (30%), Managerial (20%)

**Interpretation:** The sample reflects a diverse workforce representative of Delhi NCR manufacturing units, with a majority in the 20–40 age bracket, moderately experienced, and skewed towards male employees, consistent with regional industry demographics.



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## Descriptive Statistics of Key Variables

**Table 2:** Performance management practices, reward systems, and organizational commitment:

Variable	Mean (1–5 Likert Scale)	SD
Goal Clarity	4.1	0.62
Feedback Frequency	3.9	0.71
Appraisal Fairness	3.7	0.85
Financial Rewards	3.8	0.74
Non-Financial Rewards (Recognition, Career Development)	3.5	0.81
Affective Commitment	3.9	0.68
Continuance Commitment	3.7	0.73
Normative Commitment	3.6	0.77

**Interpretation:** Respondents reported moderately high levels of goal clarity and feedback, suggesting that performance management systems were relatively active during change. However, non-financial rewards scored lower, indicating an area for improvement.

## Correlation Analysis

Table 3 shows Pearson correlation coefficients among the main variables:

Variables	Goal Clarity	Feedback	Appraisal Fairness	Financial Rewards	Non-Financial Rewards	Affective Commitment	Continuance Commitment	Normative Commitment
Affective Commitment	.54**	.49**	.46**	.40**	.52**	–	–	–
Continuance Commitment	.33**	.31**	.37**	.45**	.30**	–	–	–
Normative Commitment	.39**	.35**	.41**	.36**	.44**	–	–	–

(\*\*p < .01)

## Interpretation:

- **Performance management variables** (goal clarity, feedback, appraisal fairness) correlate strongly with **affective and normative commitment**.



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- **Reward variables** (especially financial rewards) correlate more strongly with **continuance commitment**, while non-financial rewards correlate with **affective and normative commitment**.

This pattern supports the conceptual framework that performance management drives emotional attachment, while rewards influence both attachment and retention.

## Regression Analysis

### Model 1: Predicting Affective Commitment

Predictor	Beta	t	P
Goal Clarity	0.31	6.2	.000
Feedback Frequency	0.24	4.8	.000
Appraisal Fairness	0.19	3.9	.000
Financial Rewards	0.10	2.0	.045
Non-Financial Rewards	0.28	5.7	.000
<b>R<sup>2</sup> = 0.48</b>			

**Interpretation:** Goal clarity, feedback, and non-financial rewards (recognition, career development) are the strongest predictors of affective commitment. Financial rewards play a smaller but significant role.

### Model 2: Predicting Continuance Commitment

Predictor	Beta	t	P
Appraisal Fairness	0.21	3.9	.000
Financial Rewards	0.33	6.3	.000
Non-Financial Rewards	0.14	2.5	.014
<b>R<sup>2</sup> = 0.41</b>			

**Interpretation:** Financial rewards have the highest influence on continuance commitment, suggesting that monetary benefits act as a retention factor during organizational change.

### Model 3: Predicting Normative Commitment

Predictor	Beta	t	P
Goal Clarity	0.26	5.1	.000
Feedback Frequency	0.18	3.3	.001
Appraisal Fairness	0.20	3.8	.000
Non-Financial Rewards	0.25	4.9	.000
<b>R<sup>2</sup> = 0.43</b>			



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**Interpretation:** Normative commitment (sense of obligation) is most strongly influenced by clear goals, fair appraisals, and non-financial rewards.

## Qualitative Findings from Interviews

Themes derived from HR manager and supervisor interviews:

- **Theme 1: Redesigning Performance Metrics During Change-** Managers reported shifting from output-only metrics to include adaptability, teamwork, and learning agility during change initiatives. This helped employees see how their efforts fit into the bigger picture.
- **Theme 2: Communication and Transparency-** All HR managers emphasized the importance of communicating performance criteria and reward decisions openly to avoid perceptions of favouritism and mistrust.

## Hypotheses Testing

Hypothesis	Result	Evidence
H1: Transparent and fair performance management practices during organizational change positively influence employee affective commitment.	<b>Supported</b>	High correlations and significant regression coefficients.
H2: Reward systems that recognize contributions during change initiatives increase continuance and normative commitment.	<b>Supported</b>	Financial rewards predict continuance commitment; non-financial rewards predict normative commitment.
H3: Combined use of performance management and reward systems during change predicts higher overall organizational commitment than either practice alone.	<b>Supported</b>	Regression models show joint predictors account for ~40–48% variance in commitment measures.

The results confirm that performance management systems and reward systems jointly shape employee commitment during organizational change. In manufacturing units of Delhi NCR, where workforce heterogeneity and rapid transformation prevail, clear goals, continuous feedback, fair appraisals, and a balanced mix of financial and non-financial rewards emerge as the most effective tools for enhancing affective, continuance, and normative commitment. These findings set the stage for a more integrative discussion and conclusion, which will be developed in the next section of the paper.

## 6. DISCUSSION AND CONCLUSION

### Introduction to the Discussion

This section critically interprets the empirical findings of the study in light of existing theories and previous research. The main focus is to understand how performance management and reward systems, when aligned with organizational change initiatives, shape employee



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commitment in manufacturing units of Delhi NCR. The discussion connects the study's quantitative and qualitative results with its objectives, theoretical underpinnings, and policy implications.

## **Theoretical Contributions**

### **Meyer and Allen's Three-Component Model of Commitment**

The study supports Meyer and Allen's model by demonstrating that performance management and reward systems significantly predict affective, continuance, and normative commitment. However, the strongest effect was on affective commitment, implying that emotional attachment is more sensitive to HR practices during change than the perceived cost of leaving or moral obligation alone.

### **Change Management Models (Kotter & Lewin)**

The findings align with Kotter's eight-step model and Lewin's three-stage model, which emphasize communication, reinforcement, and institutionalization. Effective HR practices during the "moving" and "refreezing" stages of change create stability and commitment.

### **Social Exchange Theory**

The study adds evidence to Social Exchange Theory by showing that employees reciprocate fair treatment and transparent processes with higher commitment, validating the principle of mutual obligation during times of organizational uncertainty.

## **Practical and Policy Implications**

### **1. Redesign Performance Appraisal Systems During Change**

Appraisal systems must emphasize behavior and competencies aligned with change rather than legacy performance metrics.

### **2. Develop Reward Portfolios**

HR should create blended reward structures—bonuses, recognition events, flexible working arrangements—to cater to diverse employee motivations.

### **3. Strengthen Communication Channels**

Regular town halls, intranet updates, and direct supervisor interactions reduce uncertainty and strengthen trust.

### **4. Train Managers on Change Leadership**

Managers should be trained to deliver feedback and recognition empathetically, reinforcing desired behaviors during change.

### **5. Support SMEs in Formalizing HR Practices**

Government or industry associations could provide templates, workshops, and financial support for smaller manufacturing units to implement structured HR systems.



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## Recommendations for Future Research

- **Longitudinal Studies:** Track employee commitment before, during, and after change initiatives.
- **Experimental Designs:** Compare organizations implementing different HR interventions to test causal effects.
- **Sector-Specific Studies:** Examine differences between heavy manufacturing and high-tech manufacturing.
- **Cultural Factors:** Explore how workplace culture mediates the relationship between HR practices and commitment during change.

## Conclusion

This study has demonstrated that performance management and reward systems are pivotal levers for enhancing employee commitment during organizational change in manufacturing units of Delhi NCR. By aligning HR practices with change objectives, organizations can cultivate higher affective, continuance, and normative commitment among their workforce. The combination of transparent performance management, fair and meaningful rewards, and inclusive communication reduces resistance to change and fosters trust.

The findings validate theoretical frameworks like Social Exchange Theory and Meyer & Allen's model while extending their applicability to the context of India's manufacturing sector. Practically, the study underscores the importance of integrating HR processes with change management strategies to ensure smoother transitions, stronger employee engagement, and improved organizational outcomes.

In conclusion, manufacturing units that invest in robust performance management and reward systems during change not only achieve higher employee commitment but also position themselves competitively in an increasingly volatile industrial environment.

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