Work Ethic and Organizational Commitment of Employees of a Manufacturing Company in Clark-Freeport Zone, Pampanga

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ABSTRACT

This study described and correlated the influence between work ethic and organizational commitment among employees of a manufacturing company in Clark Freeport Zone, Pampanga. The study used a causal-descriptive research approach and a quantitative research design, mainly consisting of the administration of a survey questionnaire to employees of a manufacturing company in Clark Freeport Zone, Pampanga. 187 employees were invited as respondents in the study using convenience sampling. The data obtained were analyzed using multiple regressions. The results indicated that work ethic acted as an influence on the affective, continuance, and normative commitment variables, as evidenced by a p-value of 0.00. Majority of respondents were between the ages of 31 to 40, with 75% of them being female. While 66 % had a high school diploma or a vocational diploma, 33% had 13 or more years of employment with their respective company. Most of the respondents agreed on several assertions, such as attributes of a high value of hard work with good traits of persistence and diligence or considering them to have a high level of hard work ethic, and they exhibited the highest composite mean score of 3.73 in continuance commitment, which was positioned in organizational commitment. The findings, based on the response rate of 55.33%, indicate that some of the dimensions of work ethic directly influence the profile of respondents in terms of sex and level of education with the p-values 0.015 and 0.01. One of the dimensions of organizational commitment influences the profile of the respondents in terms of the number of years employed with the p-value 0.04. These findings could guide management practitioners and human resource professionals, who rely on the engagement and commitment of employees, to strategically and resourcefully utilize these advantages to compete more successfully in businesses.

Keywords: Work ethic, Organizational commitment, Manufacturing company.

1. INTRODUCTION

Every company wants its employees to have a strong work ethic and to be committed at work. In the study of Sapada *et al*. (2017), it was stated that an employee who strongly supports the work ethic is an employee who has a high commitment to the organization. Human resource professionals highlight the importance of an employee's work ethic. Work ethic is important in businesses since it is viewed as the strength of employee behavior that contributes to the organization's growth and success. Employees with a strong work ethic are highly committed in terms of achieving company objectives. Work ethic is classified by Max Weber (1904-1905) in terms of inventive ideas; it should be distinguished from

other work-related concepts. Meriac et. al, (2013) defined and measured work ethic as a multidimensional construct comprised of seven dimensions: centrality of work, self-reliance, hard work, leisure, morality/ethics, delay of gratification, and wasted time as a moral duty. Meyer & Allen (1991) were developed. The three components of organizational commitment are affective, continuance, and normative, which are more discussed as components, dimensions, or factors of organizational commitment (Meyer & Allen 1991). The work ethic and organizational commitment of employees are strongly connected to the organization's success or failure. This assertion is supported by Simonson (2017) discovery that engaging committed employees with a positive work ethic significantly enhances a company's success.

Every manufacturing company has a different work ethic that can affect the employee's commitment. Ensuring a work ethic, especially a positive work ethic, and the commitment of employees to the company is an important characteristic from the point of view of a manufacturing company. The work in manufacturing companies may be hard, repetitive, and time-sensitive, and they may be required to work long and/or unsociable hours. In order to be committed to the company and succeed in a manufacturing company, they must develop a strong work ethic. In any company, committed employees are needed, most likely because of the concept that committed employees hold many implications in the company (Batugal, 2019).

One of the challenges for HR managers is to keep their workforce engaged with a positive work ethic and a committed workforce to the company. Some businesses face numerous issues as a result of a lack of focus in their work ethic or the lack of commitment of their employees to their work. Lack of work ethic and commitment is a sad reality that impacts the productivity of most companies in the Philippines today. In accordance with Bortz's reports, the survey asked a global sample of 214 leaders to illustrate a current or past "problem employee." The authors then used their responses to classify the most common behaviors of bad employees in the workplace. It is important to have a positive work ethic and committed workforce to add more value to the organization through proactive support, determination, and productivity. Employees who are committed to the company show more positive behavior.

Moreover, a strong work ethic strengthens the employer-employee relationship and instills trust. It further assumes that an employee who works hard will be appropriately rewarded. Employee work ethic is prioritized since it can influence the organization's effectiveness and performance. This is proven by many studies, like those of Bataineh (2020). All of these studies show that management should implement rules and procedures that guide employees' work behavior. Over the last decade, the Philippines has been one of the most sought-after countries for companies and investors from all over the world. According to some estimates, 10.2 million Filipinos work in other countries. Filipinos work in more than 100 different countries, one of the largest diaspora populations globally. Remarkable work ethic is directly responsible for this gold-standard reputation exemplified by Filipino workers. One of the main reasons why companies and investors are interested in Filipino workforce in the Philippines is the country's strong work ethic. The companies gained insight into Philippine culture as a result of its work ethic and the workforce is well-known for their strong work ethic (Daly *et al*., 2022).

One of the most important elements connecting the organization and its employees is organizational commitment. Business organizations need to form teams that are highly committed to organization and work. Human resource management is positioned as one of the main functions within the organization where working conditions are valued, which helps to maintain high levels of organizational commitment (Kurtessis *et al*., 2017). Organizational commitment is a critical aspect of organizational success. Employees who

are committed to the company care about it and work hard to guarantee its success. There are many reasons that have led to the focus of this concept; the most relevant fact is that organizational commitment is a key predictor of several behavioral aspects. In many cases, they are also the greatest cost to a company, which is why committed employees are very valuable in many organizations.

Manufacturing company as an organization has shared ground of knowledge and values based on work ethic and organizational commitment. Furthermore, these studies were conducted since it was considered that a strong work ethic and committed employees had a greater potential to increase effectiveness, minimize fluctuation, and support human resource management. The various departments of the manufacturing company are primarily observed by the researcher, who finds interest in pursuing the study, which can be helpful in her profession. When talking about prominent manufacturing companies, one that comes to mind is Nanox Philippines, Inc., located in Clark Freeport-Zone, Pampanga. Nanox Philippines was established in 1999 and remains as one of the top exporters of Clark Freeport and it is a part of the semiconductor and other electronic component manufacturing company. Nanox Philippines, Incorporated has 2,745 total employees across all of its locations. There are 20 companies in the Nanox Philippines, Inc. business family.

According to Japan Display Inc. Group CSR Report (2021) stated that Nanox Philippines, Inc.'s work ethic defines their basic attitude for their relationship is "individuals, including employees," which includes maintaining and improving the workplace environment. Throughout the company's history, they have taken steps to adhere to norms and values that allow them to build strong relationships with their employees. This relationship is founded on their shared commitment to uphold the highest ethical standards. The manufacturing company nurtures its employees by providing a good work environment and keeping them committed to the company. Furthermore, Nanox Philippines, Inc. established the Human Resource Development Committee, a committee that coordinates human resource development for the entire company with the goal of promoting the development of each employee's capabilities and abilities through systematic and effective education and training in order to retain their commitment. The effect of the work ethic in a manufacturing company is very important, with an emphasis on ethics and culture, and could be influenced by interacting components like organizational commitment. Several studies have illustrated the impact of work ethic and organizational commitment. The studies have shown that work ethic has a positive and significant impact on organizational commitment (Al-Marzouqi *et al*., 2019; Fauzi, 2017; Ali *et al*., 2007; Mohamed *et al*., 2010).

In this light, the study researched work ethic as a multidimensional concept, focusing specifically on the influence of work ethic (reflecting individual attitude concerning work, the attitude of the centrality of work, self-reliance, hard work, leisure, morality/ethics, delay of gratification, and wasted time) on organizational commitment (affective, continuance, and normative) among the regular rank and file employees regarding their age, sex, level of education, and number of years employed in different activities in a manufacturing company setting.

2. STATEMENT OF THE PROBLEM

This study determined the work ethic and organizational commitment of employees in a manufacturing company in Clark Freeport Zone, Pampanga. Specifically, the study aimed to answer the following questions:

1. How is the profile variables of the employees of a manufacturing company described in terms of:
      1.1 age;
      1.2 sex;
      1.3 years employed; and
      1.4 level of Education?
2. How is the work ethic of employees of a manufacturing company described in terms of:
      2.1 centrality of work;
      2.2 self-reliance;
      2.3 hard work;
      2.4 leisure;
      2.5 morality/ethics;
      2.6 delay of gratification; and
      2.7 wasted time?
3. How is the organizational commitment of employees of a manufacturing company described in terms of:
      3.1 affective commitment;
      3.2 continuance commitment; and
      3.3 normative commitment?
4. Do profile variables influence work ethic of employees?
5. Do profile variables influence organizational commitment of the employees?
6. Is there a significant influence on the respondents' assessment of their work ethic and their organizational commitment?

Hypotheses:
      HO[1]: Profile variables do not influence work ethic of the employees.
      HO[2]: Profile variables do not influence organizational commitment of the employees.
      HO[3]: Employees work ethic does not influence organizational commitment.

3. RESEARCH METHODS AND MATERIALS

This study used the causal descriptive research design. Causal descriptive research design was focused on identifying the influence between two or more variables and how those variables affect each other (Bhasin, 2020). The manufacturing company described the work ethic and organizational commitment, each of the variables determined the influence among the profile of employees' variables.
      The researcher distributed 338 questionnaires, but only 187 respondents completed them. The respondents of this study were the 187 regular rank-and-file employees from selected departments in the manufacturing company in Clark Freeport Zone, Pampanga.

Table 1: Respondents of the Study

Manufacturing Company	Total number of employees	Recommended sample size
	2,745	338
Nanox Philippines, Incorporated	**Total**	**338**

      A sample size is calculated using a Raosoft sample size calculator. The Raosoft sample size calculator (Raosoft, 2004) states that 338 is the minimum recommended sample size needed for a 5% margin of error, a 95% confidence level and 50% response

distribution from a population of 2,745, and this is the projected sample size. Furthermore, according to the statistician, good maximum sample size is usually 10%, as long as it does not go beyond 1000.

The study used purposive and convenience sampling techniques. To gather the necessary data, a questionnaire is adopted for the study. The researcher used an adopted instrument to measure the Work Ethic from Meriac *et al*., (2013) and organizational commitment from Allen & Meyer, (1990). The constructed instrument relied on analysis of relevant literature and took into consideration the problem variables indicated in the statement of the problem earlier.

The adopted questionnaire of the Work Ethic Scale (Meriac *et al*., 2013), which was developed using the validated version of Zúñiga *et al*., (2019), is being used in this study. Based on the Reliability Measures Scales and Average Variance Extracted (AVE), it can be stated that all variables and dimensions of work ethic were reliable and valid because the value of Cronbach's alpha was greater than 0.6 (Ghozali, 2011), which thus can be accepted (Hair et. al., 2010). Meanwhile, the average percentage of variation explained by the Multi-dimensional Work Ethic Profile (MWEP) items in the construct is represented by Average Variance Extracted (AVE), which must be equal to 0.50 or more to be accepted (Zainudin, 2012). When the affective, continuance, and normative scales were combined, the overall result was a composite reliability of 0.88 and a Cronbach alpha of =.824. This resulted in the Convergent Validity Scale of the Organizational Commitment Questionnaire being considered reliable and valid (Phillips, 2018). Profile of respondents 'part contains statement concerning information about the employee-participant to help understand the profile of employees who participated in the survey. The questionnaire aims to find out for respondents' Age, Sex, Level of Education; and Years Employed. The survey questionnaires consist of respondents' personal information (profile of employees), and two (2) sets of questionnaires for the employee-respondents.

The data were analyzed through multiple regression analysis in sequence to determine the factors that had significant influence to the employees in a manufacturing company. Quantitative method analysis was applied to the research study. Using a 5-point Likert scale, wherein 5 is "strongly agree" and 1 is "strongly disagree," all indicators per variable were assessed by each respondent.

4. RESULTS AND DISCUSSIONS

Profile variables of respondent-employees
The profile of the respondent-employees according to age. Thirty-seven respondents represented 37 % of the age range of 21–30 years, followed by a median age range of 31–40 years with a percentage of 48 %, and lastly, by the age range of 41–50 years with a percentage of 15 %.

Most of the respondents are female, totaling 75 % female and 25 % male, with a frequency of 141 for female and 46 for male. This finding was compared in the study of Boatwright & Slate (2002). Female exhibited higher mean scores than male. It means most of the respondents are female.

Level of education of respondents shows that out of 187 respondents, 66 %, or the majority of the respondents, were high school or vocational graduates; 23 % had a bachelor's degree; and 11 % had a master's degree, with a frequency of 124, followed by 42, and lastly, 21 in their level of education. Based on the actual summary of manpower in a manufacturing company especially in Nanox Philippines Inc., most of its employees are in production areas, with a total of 1,518. This result shows that in production areas, the educational requirements are for high-school or vocational graduates only.

The respondents' number of years employed in the company is reflected. This item was studied in the group in order to identify the employees' years of work with the company. There are three groups that were formed based on the information provided by the respondents. The respondents' number of years employed ranged from less than 3 years with a frequency of 12 and 6 %; 4 to 6 years with a percentage of 30 % and a frequency of 56; 7 to 12 years with a percentage of 31 % and a frequency of 58; and 13 or more years with a percentage of 33 % and a frequency of 61. According to the findings, the majority of respondents had worked for 13 years or more.

Work Ethic

Centrality of Work
Table 2 presents the mean score under "centrality of work." The statement "life without work would be very boring" got the highest mean rating of 4.06 with the verbal description of "agree." This shows that the majority of respondents see work as an important aspect of life itself. It implies that they are more likely to prioritize having a job over being jobless, which makes their life boring. Boredom can lead to negative emotions and a lack of fulfillment in their everyday lives. They typically value their professional roles over being unemployed because they understand the benefits that having a job brings to their lives. Meriac *et al*. (2012) state that the value of work shows a positive response to an employee's efforts. This will make the employees more grateful and show better dedication to their work. Work can bring direction to an individual's life, a sense of accomplishment, and possibilities for personal and professional development.

While the statement "I feel uneasy when there is little work for me to do" received the lowest mean rating of 3.63 and a descriptive mean rating of "agree". It implies that some of the respondents may possibly feel unproductive, lack self-confidence at work, and feel discomfort regarding their abilities. These indications could arise from various factors such as personal challenges and work-related issues.

Table 2: Work ethic of the Respondents in terms of Centrality of Work

STATEMENTS	Mean Rating	Verbal Description
I feel uneasy when there is little work for me to do.	3.63	Agree
I feel content when I have spent the day working.	3.99	Agree
Even if I were financially able, I would not stop working.	4.00	Agree
A hard day's work is very fulfilling.	3.82	Agree
It is very important for me to always be able to work.	3.90	Agree
Even if I inherited a great deal of money, I would continue to work somewhere.	3.82	Agree
Even if it were possible for me to retire, I would still continue to work.	3.85	Agree
Life without work would be very boring.	4.06	Agree
I experience a sense of fulfillment from working.	3.86	Agree
A hard day's work provides a sense of accomplishment.	3.89	Agree
Composite Mean	**3.88**	**Agree**

Self-Reliance
Indicated in Table 3 is the distribution of respondents per statement under "self-reliance." The statement "To be truly successful, a person should be self-reliant" got a highest mean rating of 4.07 with a verbal description of "agree". This indicates that the majority of the

respondents have the ability and desire to determine their own path and make independent choices, which can be seen as a significant aspect of success. This implies that the respondents believed in their ability to make choices and preferred to exercise their independence rather than relying on others.

Whereas, in the statement "It is important to control one's destiny by not relying on others" the least mean rating was 3.64, with the verbal description of "agree". This statement that some of the respondents highlights the significance of personal control and self-reliance in determining one's own future. It advocates that relying too heavily on others can limit one's ability to have a say in the direction of their life and accomplish their desired results. By highlighting the need to avoid excessive dependence on others, the statement implies that individual should take responsibility for their own decisions and actions. It promotes the idea that self-determination and the ability to shape one's own destiny come from being dynamic, independent, and in control of one's own choices.

Table 3: Work ethic of the Respondents in terms of Self-Reliance

STATEMENTS	Mean Rating	Verbal Description
To be truly successful, a person should be self-reliant.	4.07	Agree
I schedule my day in advance to avoid wasting time.	4.04	Agree
People would better off if they depended on themselves.	3.71	Agree
One should live one's own life independent.	3.66	Agree
One must avoid dependence on other persons whenever possible.	3.82	Agree
I do not like having to depend on other people.	3.79	Agree
I strive to be self-reliant.	3.92	Agree
Having a great deal of independence from others is very important to me.	3.71	Agree
Only those who depend on themselves get ahead in life.	3.72	Agree
It is important to control one's destiny by not being dependent on others.	3.64	Agree
Composite Mean	**3.81**	**Agree**

Hard work

Table 4 shows the distributions of respondents per statement under "hard work," The statement "working hard is the key to being successful" had the highest mean rating of 4.44 with the verbal description "agree". This indicates that most of the respondents are dependable because they see their success and achievements when they work hard. Based on the information gathered by the researcher, the employees in manufacturing company is often recognize their hard work, especially those who have been with the company for a long time. Some employees perform their jobs as hard workers in order to increase their compensation and/or be rewarded, or they are more willing to work hard when they are rewarded for their accomplishments.

On the other statement, "any problem can be overcome with hard work" with the verbal descriptive "agree" got the least mean rating of 3.92. Some of the respondents agreed that there are challenges in life that only hard work can overcome. In other words, if they do hard work, they can easily overcome all the problems in their lives. It is important to overcome any problem with hard work because it gives life meaning and provides a sense of accomplishment and success. In the articles of Kabra (2023) pertaining to Walt Disney, despite many business failures and no professional training in the arts, he managed to be

the industry leader and founded Walt Disney Studios. He was successful because he worked hard and did not consider his failures or problems as a disgrace. This finding means that the organization has a strong work morale, which encourages and inspires employees to work harder in order to contribute to the business's success.

Table 4: Work ethic of the Respondents in terms of Hard work

STATEMENTS	Mean Rating	Verbal Description
Nothing is impossible if you work hard enough.	4.41	Agree
Working hard is the key to being successful.	4.44	Agree
If one works hard enough, one is likely to make a good life for oneself.	3.95	Agree
Hard work makes one a better person.	4.12	Agree
By working hard a person can overcome every obstacle that life presents.	4.11	Agree
Any problem can be overcome with hard work.	3.92	Agree
If you work hard you will succeed.	4.23	Agree
Anyone who is able and willing to work hard has a good chance of succeeding.	4.39	Agree
A person should always do the best job possible.	3.97	Agree
By simply working hard enough, one can achieve one's goals.	3.99	Agree
Composite Mean	**4.14**	**Agree**

Leisure

Table 5 shows most of the respondents in a manufacturing company agreed on several assertions, such as being more interested in leisure activities or considering themselves to have a level of leisure ethic. The statement "Life would be more meaningful if we had more leisure time." earned the highest mean rating with mean rating of 3.78 and verbal description "agree", showing that the majority of respondents need leisure activities that make them feel meaningful and that leisure activities may also be beneficial to them. Simply put, the way they spend their leisure time can intensely influence their pleasure, focus, and accomplishment. Leisure activities are defined as times when individuals can relax or develop themselves according to their preferences, desires, and needs as well as obligations to undertake during these activities. (Latip *et al.*, 2020).

Whereas, the statement "Leisure time activities are more interesting than work" got the lowest mean rating of 2.91 with a verbal description of "neutral," which means some of the respondents either prioritize the utilization of time in their work and/or using their time for leisure activities, or it simply means they know the reasonable allocations of their leisure time and commitment at work. Opportunely, with proper time management, they get more free time in their day to engage in leisure activities that make them happy. Eventually, this enables them to create the perfect balance by working smart all day and receiving a reward of their choice in return. Balance is generally considered a mark of insight in pursuing happiness and good lives, especially balance work and leisure (Ciulla, 2012).

Table 5: Work ethic of the Respondents in terms of Leisure

STATEMENTS	Mean Rating	Verbal Description
Life would be more meaningful if we had more leisure time.	3.78	Agree
I would prefer a job that allowed me to have more leisure time.	3.51	Agree
The more time I can spend in leisure activity, the better I feel.	3.56	Agree
The less time one spends working and the more leisure time one has, the better.	3.47	Agree
Work takes too much of our time, leaving little time to relax.	3.54	Agree
More leisure time is good for people.	3.43	Neutral
The world would be better place if people spent more time relaxing.	3.32	Neutral
The job that provides the most leisure time is the job for me.	3.14	Neutral
People should have more leisure time to spend in relaxation.	3.25	Neutral
Leisure time activities are more interesting than work.	2.91	Neutral
Composite Mean	**3.39**	**Neutral**

Morality/Ethics

Table 6 shows the highest mean in the statement "One should always take responsibility for one's actions" with a verbal descriptive of "agree" and a mean rating of 4.10, which means the majority of the respondents are more likely to be willing to admit responsibility at work. In other words, take responsibility for their actions and maintain their level of personal accountability even in the face of failure or they don't blame others when they are at fault. In short, taking responsibility for one's actions means accepting the significances of those actions, whether they are positive or negative. It demonstrates a willingness to own up to and learn from one's mistakes rather than shifting blame to others. It means that the respondents act ethically which is represented in a positive manner.

While the responses of the respondents in the statement "Stealing is alright as long as you don't get caught" have a mean rating of 1.36 and a verbal description of "strongly disagree", it is clear that the respondents act ethically; they know what is right and wrong; and they are engaged in moral behavior. This concept, ethics or morality is a person's moral behavior regarding how to make decisions against self-interest. They involve understanding what is right and wrong, making decisions based on principles and values, and considering the impact of one's actions on others and society as a whole. It is a guide for individuals on how to make morally sound and righteous decisions that may have an impact on a group or coworkers. In order to be a good character, they must know what is right, act morally, and be disposed and inclined toward the good through ethical development.

Table 6: Work ethic of the Respondents in terms of Morality/Ethics

STATEMENTS	Mean Rating	Verbal Description
One should always take responsibility for one's actions.	4.10	Agree
I take items from work if I felt I was not getting paid enough.	1.49	Strongly Disagree
One should always do what is right and just.	2.95	Neutral
One should not pass judgment until one has heard all of the facts.	4.02	Agree
You should never tell lies about other people.	4.23	Agree

Stealing is all right as long as you don't get caught.	1.36	Strongly Disagree
It is important to treat others as you would like to be treated.	4.01	Agree
It is never appropriate to take something that does not belong to you.	3.91	Agree
There are times stealing is justified.	2.42	Disagree
People should be fair in their dealings with others.	3.93	Agree
Composite Mean	**3.51**	**Agree**

Delay of Gratification

Table 7 displays the responses of most of the respondents to the aforementioned indications of delayed gratification. The statement "If I want to buy anything, I always wait until I can afford it." had the highest mean rating of 4.22 with the verbal description of "agree," indicating that they prioritize preparing funds for retirement rather than enjoying them now or they accept a reward in order to obtain a great benefit in the future. For instance, an employee who has a strong sense of duty may be willing to postpone enjoyment.

While the responses of several of the respondents who agreed on the statement "A distant reward is usually more satisfying than an immediate one" got the least composite mean of 3.76 with the verbal description "agree." It means that some of the respondents believe that satisfying future benefits are more valuable than present ones. It is commonly believed that a distant reward is usually more satisfying than an immediate one. This belief is supported by research in psychology and neuroscience, which has shown that the anticipation of a reward can activate the brain's pleasure centers and lead to greater satisfaction than the immediate receipt of a reward.

Table 7: Work ethic of the Respondents in terms of Delay of Gratification

STATEMENTS	Mean Rating	Verbal Description
If I want to buy something, I always wait until I can afford it.	4.22	Agree
I get more fulfillment from items I had to wait for.	3.93	Agree
Things that you have to wait for are the most worthwhile.	4.01	Agree
A distant reward is usually more satisfying than an immediate one.	3.76	Agree
I prefer to save until I can afford something and not buy it on credit.	3.94	Agree
The best things in life are those you have to wait for.	4.02	Agree
The only way to get anything worthwhile is to save for it.	4.16	Agree
Composite Mean	**4.01**	**Agree**

Wasted Time

The mean rating for each assertion of wasted time is shown in Table 8. The statement "Time should not be wasted, it should be used efficiently" received the highest mean rating of 4.24 with verbal description "agree". According to the results, majority of respondents value their dynamic use of time, work obligations, engaging in proper or acceptable behavior, and exerting considerable effort for better job accomplishment. This is reflected in the company where the study was conducted since the majority of the respondents at Nanox Philippines, Inc. are in a production area. As observed, they set levels of time for their task completion. Guided by the plan they set, they work and use their time efficiently. This allows them to realize the output level as reflected in the percentage of work completed. For instance, when the manufacturing company imposes strict quotas,

employees engage themselves in their work so that they complete their tasks before or during a specific time specified.

On the other hand, respondents rated a least-mean rating of 3.53 with a verbal description of "agree" for the statement "Distaste for hard work usually reflects a weakness of character," which means that some of the respondents considered the distaste for hard work as their weakness. It is better to consider individual perspectives in this situation because individuals have different preferences, abilities, and situations that may influence their attitudes toward hard work. It is also important to consider aspects such as work-life balance, mental and physical health, and personal situations that may influence an individual's ability or willingness to engage in demanding work.

This means that these employees recognize the worth of their time and commit it wisely to the things that are most important to them. They are able to manage their time more effectively as a result, which can lead to less pressure and more fulfillment.

Table 8: Work ethic of the Respondents in terms of Wasted Time

STATEMENTS	Mean Rating	Verbal Description
It is important to stay busy at work and not waste time.	4.18	Agree
Time should not be wasted, it should be used efficiently.	4.24	Agree
I schedule my day in advance to avoid wasting time.	3.99	Agree
I constantly look for ways to productively use my time.	4.04	Agree
I try to plan out my workday so as not to waste time.	3.96	Agree
How a person spends their time is as important as how they spend their money.	3.98	Agree
Wasting time is as bad as wasting money.	3.97	Agree
Distaste for hard work usually reflects a weakness of character.	3.53	Agree
Composite Mean	**3.99**	**Agree**

Organizational Commitment

Affective Commitment
Table 9 shows the mean score for each statement of affective organizational commitment. In the statement "I would be very happy to spend the rest of my career in this organization" got a highest mean score of 3.86 with a corresponding verbal description "agree". This indicates that happiness at work matters because happy employees are more likely to spend the rest of their career with their company. In short, happy employees are more likely to show up for work, which keeps their work culture from deteriorating. It's important to feel contented and satisfied in their career, and it's great that they have establish that in their current company. Since, the manufacturing company pays its employees' competitive compensation; paying their employees what they are worth is important for employee happiness. Offering competitive pay and benefits demonstrates that the company values its employees and is concerned about their well-being.

Whereas, "I do not feel a strong sense of belonging to this organization" got a least mean score of 2.83 with a verbal description "neutral". The statement indicates that some respondents' commitment to an organization may be based either on their sense of belonging or connection to that company. There are several reasons why a respondent's level of commitment to a company may be determined depending on their sense of belonging or connection to the company. Other factors would be fulfillment in employment, work-life balance, and financial benefits, which may also play a significant

part in influencing employees' commitment to their company. Some employees may be committed to a company solely for the financial and professional benefits they receive rather than for any emotional or interpersonal bonds they have with the company. For instance, an employee may continue to work for a company because of the possibility of advancement or the financial security that comes with regular earnings.

Table 9: Description of the Affective Commitment of the Respondents

STATEMENTS	Mean Rating	Verbal Description
I would be very happy to spend the rest of my career in this organization.	3.86	Agree
I really feel as if this organization's problems are my own.	3.20	Neutral
I do not feel like "part of my family" to this organization.	2.97	Neutral
I do not feel "emotionally attached" to this organization.	2.83	Neutral
This organization has a great deal of personal meaning for me.	3.61	Agree
I do not feel a strong sense of belonging to this organization.	2.86	Neutral
Composite Mean	**3.22**	**Neutral**

Continuance Commitment

Table 10 presents the mean score under continuance. "Right now, staying with my job at this organization is a matter of necessity as much as desire" got a highest mean score of 3.86 with a corresponding verbal description "agree". Majority of respondents prefer to stay in the company right now because of a hard time finding steady employment, especially during the pandemic, and another factor might be their pleasure with their salary or benefits. In short, they are willing to stay continuously committed to the company due to the financial benefits or simply because they are being paid well and have job security during the pandemic.

On the other hand, in the statement "One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternatives elsewhere" got the least mean score of 3.63 with the verbal description "agree". It means that some of the respondents have gained so much by remaining in the company that leaving will cause them to lose all they have achieved. These employees stay with the company because they cannot find another job that offers the same benefits they get at their current company. Some of them see health, family, and retirement benefits as the most important factors to remain committed to their organization.

Other factors stated in the study of Ramos (2018) is that no one would dare or gamble leaving an organization if one is not sure of being employed to another organization or company. Some employees make financial investments upon joining an organization. Another aspect may be the employees' perceived lack of option outside of the organization. If employees think that there are fewer job possibilities outside of their companies, the perceived costs of leaving will be higher, resulting in a stronger sense of deep commitment to their company.

Table 10: Description of the Continuance Commitment of the Respondents

STATEMENTS	Mean Rating	Verbal Description
It would be very hard for me to leave my job at this organization.	3.82	Agree
Too much of my life would be disrupted if I leave my organization.	3.68	Agree

Right now, staying with my job at this organization is a matter of necessity as much as desire.	3.86	Agree
I believe I have too few options to consider leaving this organization.	3.66	Agree
One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternatives elsewhere.	3.63	Agree
Composite Mean	**3.73**	**Agree**

Normative Commitment

As indicated in Table 11, which shows the distribution of respondents per statement under normative commitment, the statement "I do not feel any obligation to remain with my organization" got the least mean score with the verbal description of "neutral" and a mean rating of 3.29, which means some of the respondents who remain with their organization regardless of whether they are or are not employees feel an obligation to their organization. It implies that these respondents might have other personal preferences and individual needs that motivate them to stay, such as the benefits offered by the organization or opportunities for personal growth and development.

On the other hand, statements "Even if it were to my advantage, I do not feel it would be right to leave" got the highest mean scores of 3.85 with the corresponding verbal descriptions of "agree", which implies that most of the respondents have no plans to leave the organization because it will probably strike them with guilt feelings. The respondents cannot leave their current organization because it would be very unsettling for them to leave the company due to personal sacrifice.

Table 11: Description of the Normative Commitment of the Respondents

STATEMENTS	Mean Rating	Verbal Description
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.	3.62	Agree
I do not feel any obligation to remain with my organization.	3.29	Neutral
Even if it were to my advantage, I do not feel it would be right to leave.	3.85	Agree
I would feel guilty if I left this organization now.	3.39	Neutral
This organization deserves my loyalty.	3.78	Agree
I would not leave my organization right now because of my sense of obligation to it.	3.77	Agree
I owe a great deal to this organization.	3.81	Agree
Composite Mean	**3.64**	**Agree**

Table 12: Description of the Influence of Profile Variables and Work Ethic

Influence of Profile Variables and Work Ethic	F-value	P-value	F crit	Result	Decision
1. Age	0.36	0.70	3.04	Not Significant	Accept H_o
2. Education	4.32	0.01	3.05	Significant	Reject H_o
3. Years employed	0.59	0.62	2.65	Not Significant	Accept H_o
4. Sex	2.44	0.02	1.96	Significant	Reject H_o

Note: Dependent Variable: mean_Work Ethic
Predictors: (Constant), age, education, years employed, sex

Description of the Influence of Profile Variables and Work Ethic

Age Profile to Work Ethic

With an F-value of 0.36 and a p-value of P>0.05, the regression analysis result in Table 12 shows that the respondents' work ethic is not significantly influenced by their age. This result is similar to the result of the study by Ghanbari & Farshchi (2015), which also found no significant relationship between age and work ethic. There could be several possible implications of this finding. For instance, it may advocate that company should not base their hiring decisions solely on the age of the candidate, but instead look for other factors such as knowledge, abilities, and work ethic. It could also imply that training programs and development opportunities should be available to employees of all ages to improve their work ethic.

As a result, the null hypothesis on this variable is accepted. This finding implies that age is not a reliable predictor of work ethic and that company should avoid making conclusions about an individual's work ethic based solely on their age.

Education Profile to Work Ethic

When respondents are classified according to their work ethic, Table 12 indicates a statistically significant relationship between their educational profile and their work ethic. This indicates that one's degree of education may be connected to one's behavior for improvement and can easily be connected to one's behavior and characteristics for work. For instance, if someone has pursued a degree or training in a field that they are something passionate about, they may be more likely to be encouraged and committed to their work in that field. Additionally, someone with a strong academic background may have developed skills such as time management, attention to detail, and the capacity to learn quickly, which can all contribute to a strong work ethic. To put it simply, while education can help shape a person's work ethic, it is not the sole determining aspect, and a person's work ethic can vary significantly regardless of their educational background.

The statistics demonstrate that the majority of the respondents are high school graduates, followed by those with a bachelor's degree, and only a small minority has a graduate degree. It's also possible to point out that respondents with varying levels of education may be competent at demonstrating a positive work ethic in the company.

As a result, the null hypothesis is rejected. This result is supported by Goodale (1973), who found that educational level was positively connected to a strong work ethic.

Number of Years Employed Profile to Work Ethic

As indicated in Table 12, there was a statistically significant negative influence between the respondents' number of years of employment and their work ethic. In other words, the length of time that respondents had been employed did not have a statistically significant influence on their work ethic. As a result, the null hypothesis is accepted at the 0.05 level of significance. This simply implies that whether employees have been with the company for a short or long time, the most significant concerns for the respondents are their own work ethic and the current situation of the company.

As stated by Brauchle *et al*., (2004), the relationship between the demographic profiles in terms of the number of years employed of the employees has no significant influence across all the work ethic factors. This conclusion is reasonable, considering that the respondents may demonstrate ethical behavior no matter how long they have worked within their own organization.

Sex Profile to Work Ethic

The effect of respondents' sex profile and work ethic had significance with a p-value of 0.015. (p> 0.05). This finding demonstrates how the sex profile influences the quality of work ethic, values, and attitude, which are related to whether he or she is male or female. This result clearly identifies who is more likely to act ethically, and the majority of the respondents, who are female, are more likely to act ethically based on a survey or study. Therefore, female develop a strong work ethic, which includes the core belief that hard work leads to success (Hill *et al*., 1999). Female believe in their own skills because it suggests that with hard work, they may expect positive employment growth, which strengthens their commitment to their own goals. According to this point of view, females have a higher work ethic than males.

The null hypothesis is therefore rejected. Similarly, Al-Marzouqi *et al*. (2019) discovered that the sex profile of the employees had a significant influence on their work ethic.

Table 13: Description of the influence of the Profile Variables to Organizational Commitment

Influence of Profile Variables and Organizational Commitment	F-value	P-value	F crit	Result	Decision
1. Age	0.42	0.66	3.04	Not Significant	Accept H_o
2. Education	0.68	0.51	3.05	Not Significant	Accept H_o
3.Years employed	2.90	0.04	2.65	Significant	Reject H_o
4. Sex	1.68	0.09	1.96	Not Significant	Accept H_o

Note: Dependent Variable: mean_Organizational Commitment
Predictors: (Constant), age, education, years employed, sex

Profile variables influence organizational commitment of the employees

Age Profile to Organizational Commitment
The data shown in Table 13 did not support the hypothesis. Respondents' age does not influence their level of organizational commitment. As a result, the null hypothesis has been accepted. These findings show that respondents' age has no impact on their overall organizational commitment. Simply put, elder employees may have a stronger sense of commitment to their company due to their longer tenure, whereas younger employees may perceive their position as a temporary stepping stone to other opportunities.

This findings of this study is similar to the findings of the studies by Sepahvand *et al*. (2017). Furthermore, this finding was also supported by a study conducted by Matagi *et al*., (2020), which concluded that there was no relationship between employees' organizational commitment and their ages.

Education Profile to Organizational Commitment
For Table 13, in terms of respondents' educational level, it appears that there is no significant influence in this data set (P > 0.50), or that respondents' education profile when classified according to their organizational commitment because it has no significant influence. This means that the respondents' education levels have no influence on their conduct and emotional perceptions of organizational commitment. For example, individuals with advanced degrees may be more interested in opportunities for professional

development and growth, while those with less education may prioritize job security and stability.

Therefore, the null hypothesis is thus accepted. The result of this study is similar to the study by Gökkaya *et al*. (2018), which concluded that the level of organizational commitment did not differ significantly in relation to educational level.

Number of Years Employed Profile to Organizational Commitment

According to the results of data analysis, the respondents' number of years of employment has a significant influence on the organizational commitment, as indicated in Table 13. As a result, the null hypothesis is rejected. This mean that employees who have been with a company for a longer period of time may have established a stronger feeling of loyalty, trust, and emotional commitment to the company. On the other hand, employees who are new to the company may still be learning about the company's culture as well as values and may not have had the opportunity to develop strong connections with other employees and superiors. This can make it difficult for individuals to feel attached to and committed to the company.

According to Adelekan *et al*. (2016), the longer employees stay with the company, the more they desire to stay due to the fear of losing accumulated benefits and the difficulty in finding alternative positions. The respondents were dedicated in terms of their willingness to go above and beyond typical circumstances to assist the organization succeed, as well as their desire to put in additional work and attachment to helping the company find success.

The findings of this study are confirmed by Sheikh (2017) who found a significant relationship between the number of years of work and organizational commitment. This implies that the number of years of employment is a reasonable indicator of a company's dedication. Employees who have been with the company for a long time are more likely to gain a sense of loyalty to the organization, or they may receive promotions and professional development, a better salary, and other benefits.

Sex Profile to Organizational Commitment

When respondents were classified according to their level of organizational commitment, there was no significant influence between their sex profiles, as shown in Table 13. The respondents' sex profiles do not connect to their feelings of commitment to the company. As a result, the hypothesis has been accepted at the 0.05 level of significance. This means that regardless of whether an individual was male or female, their level of organizational commitment was not significantly affected by their sex. That is, an individual's level of commitment to an organization cannot always be influenced by the employees' sex. It is often measured by how attached and committed individuals are to their organization. Also, it is important to build an environment that is welcoming and encouraging, in which all employees, regardless of sex, feel strongly committed to the company.

Table 14: Influence on the respondents' assessment of the work ethic and their assessment of the organizational commitment of employees

Variables	z-value	p-value	z-critical	Result	Decision
Work Ethic					
Organizational Commitment	14.75	0.000	1.960	Significant	Reject H_o

Note: Dependent Variable: mean_Work Ethic

Predictors: (Constant), mean_Organziational Commitment

The findings of the multivariable regression analysis are shown in Table 14. The regression analysis found that respondents' work ethic and organizational commitment had a significant influence with a p value of 0.000 (p>0.50). Therefore, the null hypothesis is rejected. The result of this study, supported by the findings of Huhtala *et al*., (2016), is that there is a positive relationship between work ethic and the organizational commitment of employees. According to these results, employees with a strong work ethic tend to have higher levels of organizational commitment. This is because individuals who value hard work and strive for excellence are more likely to feel a sense of self-importance and achievement in their work, which can lead to greater commitment to the company.

Employees who commit themselves to their organization have a stronger work ethic because they are more likely to be determined to work hard and contribute to the accomplishments of the company. The mutually beneficial connection between work ethic and organizational commitment can result in a more beneficial work environment, more employee engagement, and improved overall organizational performance. At the end of the research, it was revealed that work ethic garnered the highest score. It can be gleaned that manufacturing companies, particularly Nanox Philippines, Inc., should maintain employee appreciation to acknowledge the employee's hard work, which praises their effort and behavior, so that employees feel that the company deserves their loyalty and that they are appreciated. Showing appreciation to employees will increase their sense of belonging and empowerment in the company and show them that they are not merely treated as paid workers.

Finally, the study discovered a significant influence between work ethic and organizational commitment ratings. As a result, there is an evidence that the amount of work ethic in a manufacturing company may be a contributor to organizational commitment. Employees should be treated with great attention and appreciation.

5. CONCLUSIONS

Profile of respondents-employees
Profile of the respondents according to age in the manufacturing company was observed to be greatest in number in the age group of 31-40. Female employees were greater in number than their male counterparts. High School/Vocational holders were higher in number followed by Bachelor's degree and least is the graduate degree. Majority of the respondents-employees fall in the 13 years and above employed in the company.

Work Ethic
- Majority of the respondents strongly agreed on hard work and delay of gratification, they value hard work that puts effort into completed tasks. In other words, they did a lot of work and they work hard.
- Most of the respondents are engaged in moral behavior and they know what is right and wrong.
- Majority of the respondents strongly agreed on delay of gratification, they had the ability to a desire to get pleasure or fulfillment without delay.
- Some of the respondents who were more fascinated in leisure activities and more likely to discourage from work or skip work than to get pleasure in work and more likely to leave. This shows that they enjoyed spending time on personal activities that meaningful, pleasurable and relaxing.

- Most of the respondents agreed on centrality of work that gave important work as part of their everyday life and identity.
- Most of the respondents also valued their time in an efficient manner and not wasted time. They did not waste time because they used their time productively and successfully.

Organizational Commitment
- Most of the respondents stated that they do not feel that they are part of the organization, but they were more likely to be prepared to make personal sacrifices for the objectives of the organization; they were not mentally or emotionally connected, and they would not feel guilty if they leave the company. And lastly, most of the respondents viewed their company as not worthy of their loyalty since they did not owe a great deal to it.
- Most of the respondents indicated that their attachment level towards their company was an indicator of continuous commitment. The reason why they remained with their organization was because they were financially committed or had a good benefits package like separation pay, bonuses, and incentives, among others. This means that the more benefits they get, the longer the work is completed in their company, the more detailed skills are acquired, and they also get the development of individual associations and a high level of seniority in their company. When employees leave their jobs, they lose everything they already have and they continue to work for the organization in order to retain their available resources.

Profile variables influence work ethic of the employees.
- Some of the respondents' demographic profiles of age were significantly positively influenced when grouped according to their work ethic. This means that the demographic profile of the age had nothing to do with the respondents' positive view of work ethic towards the organization.
- Most of the respondents obtained significant influence on their profile of sex when grouped according to their work ethic. It implies that whether a person is male or female has a connection to how they perceive how they affect the quality of work ethic, values, and attitudes.
- Most of the education level of respondents showed a significant influence, possibly pointing out that the respondents with different levels of education may be competent to demonstrate a positive work ethic in the workplace. It shows that the level of education affects an employee's tendency to commit.
- Most of the respondents' demographic profiles, number of years employed and work ethic show the way to ethical behavior no matter the number of years employed in their respective companies.

Profile variables influence organizational commitment of the employees.
- Most of the respondents' answers were not significantly influenced by their age to their organizational commitment to the company. Therefore, variation in the age level did not relate to the employee's dedication towards the company.
- Most of the respondents' sex profiles, whether male or female, do not correspond to their point of view or assessment of their commitment to the company. This suggests that sex is not an accurate indicator of organizational commitment.
- Most of the respondents, in terms of their level of education, had a weak positive connection with organizational commitment. This means that the level of education

of the respondents does not correlate with the employees' behavioral and emotional perceptions of commitment towards the organization.
- The positive influence most of the respondents' numbers of years employed have had on organizational commitment is because they are emotionally attached to their respective company, and it has most likely had personal importance for them.

Influence on the respondents' assessment of the work ethic and their assessment of the organizational commitment of the employees.
- Work ethic variables partially and significantly influence organizational commitment. Work ethic in the workplace refers to the positive traits that collectively, define the employees of a company, e.g., self-reliance, centrality of work, hard work, morality/ethics, and so on. Work ethic is all about how employees carry out their work and keeps them committed to their current position. Preferably, a work ethic culture will ensure that employers appropriately direct and guide employees, while management treats all employees as equals and takes care of them in all ways.

6. RECOMMENDATIONS

Work Ethic
- The manufacturing company should maintain a mentorship program and coaching relationships with their employees, who may feel uneasy or lack confidence when there is a little work for them to do.
- A manufacturing company maintains a formalized employee recognition program and encourages all levels of employees to offer positive feedback among themselves. Consider prizes that align with the interest and preferences of employees, such as personalized gifts, extra day off or opportunity to work on a preferred team, travel voucher or vacation packages. This is to motivate hard working employees.

Organizational Commitment
- The manufacturing company should maintain the relationships and team-building activities of its employees on a regular basis, such as quarterly. This could be performed as a group dynamics activity. This form of activity nurtures camaraderie, harmony, cooperation, and relationships among those who participate. The manufacturing company should maintain the opportunities for employees in decision making to seek their input and ideas, strengthening their emotional relationship with the company.
- The manufacturing company should continue or sustain employee volunteering activities or corporate social responsibility programs to boost their commitment to stay with the company.

Influence on the respondents' assessment of the work ethic and their assessment of the organizational commitment of the employees.
- The manufacturing company should continue or sustain career growth and development among employees through approaches like promotion opportunities (career growth motivates employees), training workshops (boosts their confidence), and leadership mentoring (helps employees feel supported, nurtured, and connected to the company). It is what makes employees feel a sense of purpose, and it can

significantly impact their strong work ethic and commitment. HR managers can continue or sustain an environment that encourages and rewards hard work, self-confidence, and the centrality of work among employees. By leveraging this knowledge, HR managers should sustain an effective strategies, policies, and initiatives to heighten employee commitment, foster a strong work ethic, and drive organizational success.

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