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Work ethics and its impact on enhancing the organizational commitment among employees in organizations. "Case Study - Technical Colleges in Jazan"

D. Fath elrahman Taj eldeen Ibrahim Shaa eldeen, E-Mail: ftageldeen@kku.edu.sa
D. Mohamed Abu Elgasim Mohamed Hasanen, E-Mail: mhassanen@kku.edu.sa
Amna Babiker Hussein Mohamed, ambamohamed@kku.edu.sa

College of Business King Khalid University

Abstract

This study aimed at revealing the level of application of work ethics among employees of technical colleges in Jazan region, identifying the level of organizational commitment among employees of technical colleges in Jazan region, and revealing the impact of work ethics in enhancing organizational commitment among employees of technical colleges in Jazan region.

The study relied on the descriptive analytical approach, as it is the approach that is commensurate with the achievement of the objectives of the current study. The study population may be employees of the technical colleges in Jazan region. The study tool was represented in the questionnaire, where the researcher distributed the study tool electronically to the members of the study community. He responded to the distribution process (177) employees of the technical colleges in Jazan region.

The results of the study showed that the study members agreed on the work ethics of the employees of the technical colleges in Jazan region, as it came after integrity in the first rank and after mastery in the second rank and after justice in the third rank, and after cooperation in the last rank. The results of the study also showed that there is agreement among the study members on the level of organizational commitment among the employees of the technical colleges in Jazan region, and this confirms that the level of organizational commitment among the employees of the technical colleges in Jazan region came to a high degree. The results also showed a relationship between work ethics in its dimensions (integrity – mastery – justice – cooperation) and enhancing organizational commitment among the employees of the technical colleges in Jazan region.

Keywords: Work ethics, Organizational commitment, Technical Colleges.

Introduction:

Work ethics are the group of moral principles and values that are used to guide a person's work behavior. It involves values, actions and practices illustrating the values of respect, responsibility, integrity and professionalism (Robbins & Judge, 2019). As a result, work ethic is all about constantly exhibiting traits like reliability, honesty, accountability, punctuality and diligence while performing your job. People who always have a strong work ethic are proud of their work and do not spare their efforts to achieve the best performance, which is always at the level of or even higher than the expected

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standard (Paliwal, 2006). They know how important it is to have good team spirit, communication, and collaboration, and they take an active part in making their organization successful job (Ferrell, Fraedrich, & Ferrell, 2018). Work ethics not only bring individual success but also create a healthy work environment where trust and credibility of people are built, and ultimately lead to personal and professional development (Weber, 2015). At its core, work ethic constitutes a basis for an individual's career advancement and job satisfaction (Peterson, 2002). Organizational commitment is one of the key factors that affect the stability of organizations and their achievement of their goals, as it expresses the extent of employees' attachment to their organizations and their willingness to make an effort to achieve their goals (Meyer & Allen, 1991).Among the factors that play a pivotal role in promoting this commitment is work ethics, which is the set of values and behavioral norms that govern the actions of individuals within the work environment (Trevino et al., 2006).Studies indicate that organizational commitment is influenced by the level of integrity, mastery, justice, and cooperation within organizations, as these values contribute to enhancing the sense of belonging and loyalty of employees (Podsakoff et al., 2000). When an organization adopts clear ethical standards, workers feel safe and satisfied, which positively reflects on their continuity at work and reduces turnover rates (Koh & Boo, 2001). In this context, this study aims to find out the impact of work ethics in enhancing the organizational commitment of the employees of the Technical College in Jazan City in the Kingdom of Saudi Arabia. The study seeks to test hypotheses related to the impact of integrity, mastery, justice, and cooperation at the level of organizational commitment, which contributes to making recommendations that can help institutions adopt policies that promote an ethical work culture and support the stability of the workforce.

Study Problem

Many companies face the problem of deviations in ethical practices within the work environment, and ethical standards may differ among countries. What is ethical or customary in one country may not be permissible in another, so it is necessary for these companies to develop clear and written systems of work ethics that all employees adhere to (Al-Abdali,2007,p.14).

Therefore, the problem of this study is to answer the following main question:

What is the impact of work ethics in its dimensions (cooperation, justice, integrity, and mastery) on enhancing organizational commitment among employees of technical colleges in the Jazan region?

Study Objectives: The *study aims to:*

- Reveal the level of application of work ethics among employees of the technical colleges in Jazan.
- Identify the level of organizational commitment of the employees of the technical colleges in Jazan.
- Reveal the impact of work ethics in enhancing the organizational commitment of employees in the technical colleges in the Jazan region.
- Determine the existence of a relationship between work ethics and organizational commitment among employees of technical colleges in the Jazan region.

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Study significance

Theoretical Importance:

- Lack of studies and research – within the limits of the researcher's knowledge - that dealt with work ethics and its impact on enhancing organizational commitment among workers in organizations.
- The current study represents an enrichment for Arab libraries in general and Saudi libraries in particular with regard to the topic of work ethics and its relationship to organizational commitment among workers in organizations (an applied study on technical colleges in Jazan region), as their libraries still lack studies and research that link these variables.
- The current study is important for researchers interested in studying work ethics and organizational commitment as variables that have a significant impact on the performance of workers and on the productivity of organizations.
- The results and recommendations contained in the study will represent a knowledge addition regarding the reality of work ethics and organizational commitment in some educational organizations.

Applied Importance:

- The importance of this study is highlighted in the recommendations it will include, which will be of great importance and benefit to workers and officials in the field of work ethics and the field of organizational behavior.
- The practical importance of this study is evidenced by the disclosure of the results of work ethics and its impact on the organizational commitment of workers in organizations.
- The present study can be considered as a starting point for further future studies in relation to its subject matter.

Study Hypotheses

The main hypothesis of the study: There is a statistically significant relationship between work ethics and the level of organizational commitment among employees of the technical colleges in Jazan, and the following sub-hypotheses branch from the main hypothesis above:

:

- There is a statistically significant relationship between integrity and organizational commitment among employees of technical colleges in Jazan region.
- There is a statistically significant relationship between mastery and organizational commitment among employees of technical colleges in Jazan region.
- There is a statistically significant relationship between justice and organizational commitment among employees of technical colleges in Jazan region.
- There is a statistically significant relationship between cooperation and organizational commitment among employees of technical colleges in Jazan region.

The limitations of the study

Objective limits: The study deals with work ethics and its impact on enhancing organizational commitment among workers in organizations (an applied study on technical colleges in Jazan region).
Human Limits: The study will be applied to employees of technical colleges in Jazan region
Spatial Limits: The study will be conducted at the Technical Colleges in Jazan
Time limits: The study will be prepared during the academic year 1445/2024

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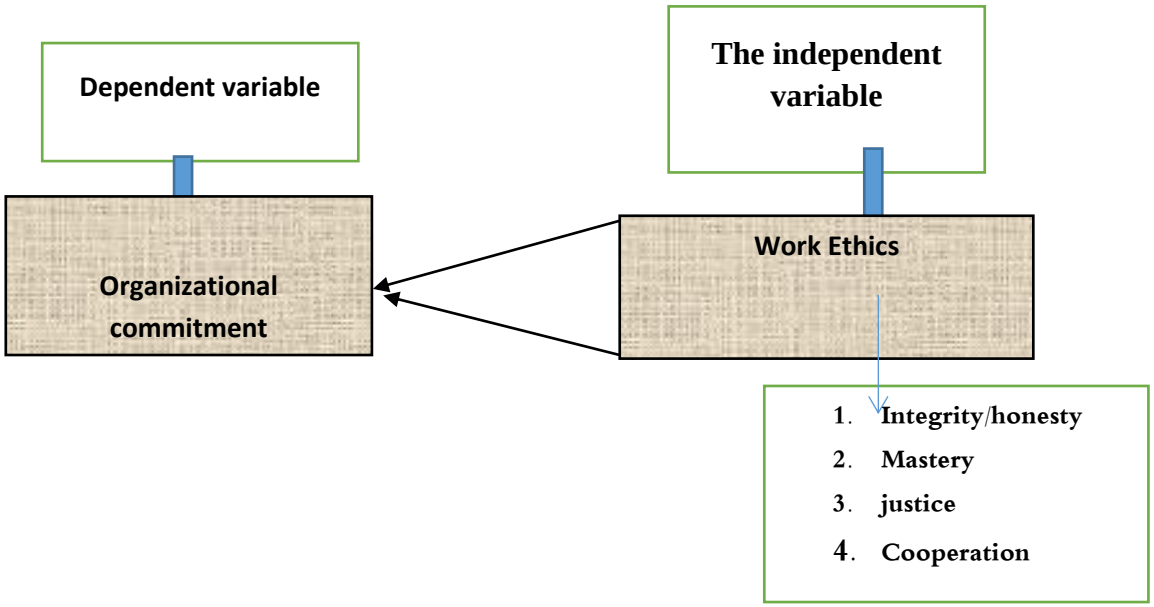
Study Model:

- Independent variables: represented in (work ethics) and its dimensions (Integrity/honesty, Excellence, Neutrality, Collaboration)

- Dependent variable: organizational commitment,



Literature Review

Work Ethics

Ethics can be defined as an act or behavior that is properly right, in other words "doing the right thing." Most people learn ethics at home, in school, in church, from friends, during free time activities and so on. Ethics therefore refers to decent human conduct Becker, (1960). Work ethics can be regarded as acceptable conduct or behavior that employers expect employees to uphold in order to maintain a positive reputable image of the organization. In the work-place a group of different people with different ethics come together to work towards the same goal of making goods or rendering services Weber, (2015). All work-places have a set of prescribed do's and don'ts, rules, policies and procedures according to which employees must work, so as to maintain order in the company and ensure maximum profit and a reputable image of the organization. These rules are usually developed to help people work together harmoniously.

Work ethics, as elucidated by Banks (2020), Anastasia (2016), Salahudin et al. (2016), and Kim and Miller (2008), are fundamentally moral principles that guide employees' behaviors in the workplace, influencing their commitment and job performance. Ethical environments, perceived by employees, foster satisfaction and enhance their dedication to organizational goals. Mostafa, and Noorbakhsh (2014) further emphasize that work ethics instill moral values that significantly boost job performance. Similarly, Badar et al. (2023) and Khosravi (2012) argues that a strong ethical foundation not only enhances performance but also strengthens employee commitment, a sentiment echoed by Komari and

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Djafar (2013) and Valentine et al. The practical application of work ethics in fostering an ethical climate is vital as it directly impacts employee behavior and organizational success. According to Valentine and Barnett (2007) and Othman et al. (2004), the presence of a robust ethical climate in organizations leads to increased job satisfaction and organizational commitment. These findings underscore the importance of integrating formal and informal ethical policies that guide employee behavior and enhance their professional conduct.

Importance of Work Ethics:

Employers are looking for workers with excellent work ethics when they hire work-seekers. Employers emphasize that they consider work ethics to be the most important quality in a worker-seeker when they make decisions to hire workers. They do not want to let their profit go to waste on people who do not contribute to make the company a success. Good work ethics also serves as an advantage for workers to retain their jobs. The fortunate thing is that you can learn to have the right work ethics!

Workplace ethics are an incredibly important part of forming a successful organization with satisfied and loyal team members. High ethical standards can help stakeholders, like employees, investors, customers and other individuals involved with workplace operations feel that the organization is safeguarding their interests. By purposefully building ethical guidelines in their structure, organizations can keep their employees' best interests in mind while maintaining a positive influence on those they impact through their processes.

When employees understand and perceive their organization's commitment to high ethical standards, they may become more devoted in their roles and express pride in being part of such an organization. This type of transformation can be key in fostering organizational effectiveness.

The 5 pillars of work ethics:

Work ethic is built on five key elements, from integrity to discipline and teamwork. Work ethic sets the way for a proper and successful work environment. Check the list below:

Integrity .

This involves being honest, ethical, and reliable in all professional dealings. It’s about doing the right thing, even when no one is watching. How to achieve it: Be honest and ethical in all your dealings. Keep your promises and be reliable

Responsibility

This involves taking ownership of one’s actions and decisions, and being accountable for the outcomes. How to achieve it: Take ownership of your actions and decisions. Be accountable for the outcomes.

Quality

This involves striving for excellence and taking pride in one’s work. How to achieve it: Strive for excellence in your work. Take pride in what you do

Discipline

This involves showing commitment, perseverance, and self-control in achieving one’s goals. How to achieve it: Show commitment and perseverance in achieving your goals. Exercise self-control.

Teamwork

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This involves working effectively with others to achieve common goals.

Organizational commitment

Organizational commitment is crucial for the success of any organization, as it influences employee performance, retention, and the overall health of the organization (Ridwan, Mulyani & Ali, 2020). Col (2004) and Huang (2014) note that a committed workforce is more enthusiastic and effective at collaborating towards enhanced performance and reduced turnover and absenteeism. The genesis of organizational commitment theory can be traced back to Becker's side-bet theory (1960), which posits that employees stay committed to an organization due to investments they have made, which would be lost upon leaving. This concept has evolved over time to include psychological factors that strengthen employees' ties to their organizations, as illustrated by Porter's theory (1974) on strong acceptance, participation, and loyalty to organizational goals and values.

Luthans, according to Sutrisno (2016), defines organizational commitment as the strong desire to be a member of a group, a high willingness to put in effort for the organization, a specific belief, and an acceptance of the organization's values and goals. Colquitt et al., (2014), defines organizational commitment as the inclination of some employees to remain as members of the organization. Organizational commitment measures employees' willingness to stay with the company in the future. It is also defined as a state that influences how employees connect with their organization. It involves a combination of thoughts and emotions including an individual's alignment with the organization's objectives and values a sense of belonging and a willingness to invest effort in achieving goals. Organizations need to recognize that employees can have dimensions of commitment leading to a diverse relationship with the organization. It is essential for organizations to understand these dimensions in order to create strategies that address the factors that influence employees' commitment levels.

Organizational commitment influences whether employees choose to remain as organization members or seek new employment. Kaswan (2012) characterizes organizational commitment as the readiness of employees to remain with a company in the future. Commitment often reflects employees' trust in the organization's mission and goals, willingness to make an effort in completing tasks, and the desire to continue working there.

Types of Organizational Commitment

- Affective Commitment: This type of commitment is based on an employee's connection to the organization. Employees with commitment strongly believe in and embrace the organizations objectives and values. They are more likely to demonstrate loyalty and stay with the organization when presented with opportunities elsewhere.
- Normative Commitment: Normative commitment arises from a sense of duty and responsibility to remain loyal to the organization. Employees with this type of commitment feel morally obliged to stay because they believe in the organization's values or feel indebted, for the opportunities provided by the organization. This commitment may lead employees to remain when they experience dissatisfaction.
- Continuance Commitment: Continuance commitment relates to how individuals perceive the costs associated with leaving the organization. Employees who have a sense of commitment tend to remain with the organization because they acknowledge the sacrifices and investments they have made such

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as their seniority, benefits or financial contributions. They understand that leaving would lead to losses.

Previous Studies

(Nugraha, 2018) conducted a study titled: "The Influence of Work Ethic and Organizational Commitment on Employee Performance in the Credit Department at PT. Bank Riau Kepri Pekanbaru." The objective of this research was to determine the extent of the influence of work ethic and organizational commitment on employee performance in the Credit Department at PT. Bank Riau Kepri Pekanbaru. The independent variables utilized were Work Ethic and Organizational Commitment, while the dependent variable was Employee Performance. The study's population consisted of 32 employees in the Credit Department at PT. Bank Riau Kepri Pekanbaru. The sampling method employed was purposive sampling, focusing exclusively on the Credit Department. Data sources included both primary and secondary data, with data collection conducted using questionnaires. Data analysis encompassed multiple linear regression, the F-test, and determination test (R2). The study aimed to produce two primary outcomes: substantive technical contributions and scholarly publications. The findings revealed that work ethic and organizational commitment had a simultaneous positive influence, but this influence was not statistically significant, as evidenced by the R Square value of 0.568, indicating a moderate level of influence.

(Akwani & Suwitho ,2021) conducted a study titled: "The Influence of Work Ethic, Work Environment, and Organizational Commitment on Employee Performance at PT. Saba Indomedika Surabaya." The research aimed to assess the extent of the influence of work ethic, work environment, and organizational commitment on employee performance at PT. Saba Indomedika Surabaya. The independent variables were Work Ethic, Work Environment, and Organizational Commitment, while the dependent variable was Employee Performance. This study utilized a quantitative approach with primary data supported by responses from respondents through questionnaires. The sampling method employed was saturation sampling, involving 50 employee respondents at PT. Saba Indomedika Surabaya. Based on t-test analysis, the research findings indicated that work ethic had a positive and significant influence on employee performance at PT. Saba Indomedika Surabaya. Similarly, the work environment variable exhibited a positive and significant impact on employee performance, as did the organizational commitment variable.

(Luthfia et al. 2017) conducted a study titled: "The Influence of Work Ethic and Organizational Commitment on Employee Performance at the Office of the Ministry of Religious Affairs in Batu City." The independent variables employed were Work Ethic and Organizational Commitment, while the dependent variable was Employee Performance. The study revealed that work ethic, specifically involving work enthusiasm, character, attitude, and beliefs, significantly influenced employee performance at the Office of the Ministry of Religious Affairs in Batu City. Work discipline, including effective time management, adherence to institutionally established regulations, and job responsibility, also significantly influenced employee performance. Additionally, organizational commitment, encompassing justice and support, shared values, trust, and job involvement, exhibited a significant influence on employee performance at the Office of the Ministry of Religious Affairs in Batu City. Collectively, work ethic, work discipline, and organizational commitment significantly influenced employee performance at the said institution.

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(Amomon, 2018), The study aimed to reveal the role of work ethics in enhancing organizational commitment to a number of hospital institutions. The questionnaire tool that was distributed to the sample was used to obtain the study data. The study showed that there is a close relationship between organizational commitment and work ethics. The study also showed that preserving the human resource is one of the biggest obstacles faced by institutions, especially when it comes to the loyalty and commitment of workers. Absenteeism, work turnover, and lack of discipline are major challenges that trouble institutions of all kinds.

(Mirrors, 2011), The study aimed to measure the impact of the organization's business ethics on ethical behavior from the point of view of salesmen working in companies producing and importing pharmaceutical products in the city of Amman. The study community consisted of sales representatives of pharmaceutical factories and stores that handle import and local distribution and pharmacy workers. The study sample included sales representatives in pharmacies inside and outside hospitals in the city of Amman. The study concluded that the level of business ethics of pharmaceutical sales organizations in Oman is high. The study recommended the need to be cautious in adopting subjective measures to assess negative and positive behavior and the performance of workers, while stressing the importance of companies working in the field of pharmaceutical products to enhance the ethical environment of companies.

(Jacob, 2018), The study aimed to reveal the supposed positive role of work ethics in building and strengthening organizational identity in the Algerian administration. The researcher relied on the purposive sample, and its total number was (262) workers. The study found that there is a statistically significant relationship between the forms of work ethics and their practice in the model of honesty, legal obligation, and that there is a statistically significant relationship in the contribution of work ethics to the formation of the rebellious identity of the administrator.

Commenting on previous studies:

After reviewing the previous studies, it became clear that there are aspects of agreement and difference between the current study and the previous studies in several ways, and this is shown as follows:

First: Similarities between previous studies and the current study:

- *In terms of objectives:*

The current study is similar in some of its objectives to some previous studies, including the study of (Aman, 2018), which aimed to reveal the role of work ethics in enhancing organizational commitment.

Second: Differences between previous studies and the current study:

- *In terms of the subject of the study:*

The current study differs in its subject from all previous studies, as no previous study studied the subject of work ethics and its impact on enhancing organizational commitment among workers in organizations (an applied study on technical colleges in Jazan region).

- *In terms of the study environment:*

The current study in the study environment differs from previous studies.

The benefit from previous studies:

The current study has benefited from previous studies related to its subject in several ways as follows:

Identify the similarities and differences between the variables of the current study and the variables of previous studies and be familiar with them.

- Identify the methodology and statistical methods that will be applied in the current study.

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- These studies better contribute to consolidating and enriching the theoretical framework of the current study.
- Finding some references, sources and research that researchers were not able to know and see when referring to previous studies.
- Identifying the results of previous studies, which made it easier for the researcher to start from where the others ended.
- Starting with the current study through the recommendations of previous studies

Methodology

In this study, the researcher used the descriptive analytical approach, as it is the approach that is commensurate with the achievement of the objectives of the current study. The descriptive approach is defined as: "A general study of a phenomenon that exists in a group, in a specific place and at the present time, which is a method of analysis and interpretation in a systematic scientific manner in order to reach specific purposes of a social problem" (Darwish, 2018, p. 118). In the light of this approach, the responses of the study sample will be presented, then analyzed and interpreted, reach results and propose appropriate solutions, in order to know work ethics and their impact on enhancing organizational commitment among workers in organizations.

Data Collection Methods:

The researcher collected the data that help find the result for this study from two sources, secondary and primary, that discussed below, namely:

Secondary sources:

The researcher relied on the secondary sources available in the field of study in order to address the theoretical framework. These sources are represented in research and scientific theses related to the study's subject that addresses the theoretical aspect of the study. The researcher depends on these sources in procedural definitions and previous studies to identify the study problem and questions.

Primary sources:

The researcher relied on collecting primary data by developing a questionnaire as a primary tool for the study and addressing the analytical aspects of the subject of the study, as developing questionnaire questions are based on previous studies, the researcher's vision of the topic, the arbitrators' modifications, and preparing the questionnaire in its final form that covers all the study variables.

Study population

The study population consists of employees of technical colleges in Jazan region.

Study sample

The researcher distributed the study tool electronically to the members of the study community, and he responded to the distribution process (177) employees of the technical colleges in Jazan region. and the following equation was adopted based on (Richard Geiger's equation), which is the following equation (Pashmani, 2014):

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$$n = \frac{\left(\frac{z}{d}\right)^2 \times (0.50)^2}{1 + \frac{1}{N}\left[\left(\frac{z}{d}\right)^2 \times (0.50)^2 - 1\right]}$$

WHEREAS.
n: Required community size = 176
N: The size of society as a whole. 326
z= The standard score corresponding to the confidence factor of 95% and it equals to 1.96.
d: error ratio = 0.05

study tool

Based on the nature of the data and the approach followed in the study, the researcher found that the most appropriate tool to achieve the objectives of this study is the "questionnaire". Obaid and others, (2012. p 106) defines the questionnaire or what is known as the survey as " an appropriate tool to obtain information, data and facts related to a specific reality and is presented in the form of a number of questions that are asked to be answered by a number of individuals concerned with the subject of the questionnaire." The study tool was built by reference to the literature and previous studies related to the subject of the study, and the study tool in its final form consisted of three sections, which are:

Validity Study Tool

The validity of the tool means making sure that it will measure what it is prepared to measure (Al-Assaf, 2012: 429), and honesty also means "the inclusion of the study tool of all the elements that the study must contain on the one hand, as well as the clarity of its paragraphs and vocabulary on the other hand, so that it is understood by those who use it" (Obeidat et al., 2014: 179), and the researcher has ensured the validity of the questionnaire through the following**:**

Apparent validity

After the completion of the construction of the study tool, which deals with"work ethics and its impact on enhancing organizational commitment among workers in organizations", it was presented to a number of arbitrators in order to be guided by their views. The grateful arbitrators were asked to express their opinion on the clarity of the phrases and their suitability for what they were developed for, and the suitability of the phrases for the axis to which they belong, with amendments and suggestions through which the study tool can be developed. Based on the amendments and suggestions made by the arbitrators, the researcher made the necessary amendments agreed upon by the majority of the arbitrators.

Validity of the internal consistency

After confirming the apparent validity of the study tool, the researcher applied it in the field, and the Pearson correlation coefficient was calculated to know the internal validity of the questionnaire, as the correlation coefficient was calculated between the degree of each of the statements of the study tool with the total degree of the axis to which the statement belongs, as shown in the following tables.

Table No. (1) Pearson correlation coefficients for the phrases of the axis (work ethics for employees of technical colleges in Jazan region) with the total degree of the axis

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Dimension 1: Integrity		Dimension 2: Mastery		Dimension3: Neutrality		Dimension 4: Cooperation	
Statement	Correlation coefficient (Maths.)	Statement	Correlation coefficient (Maths.)	Statement	Correlation coefficient (Maths.)	Statement	Correlation coefficient (Maths.)
1	Correlation coefficient	1	0.516**	1	0.690**	1	0.612**
2	0.574**	2	0.553**	2	0.776**	2	0.650**
3	0.522**	3	0.554**	3	0.677**	3	0.758**
4	0.661**	4	0.657**	4	0.748**	4	0.733**
5	0.599**	5	0.711**	5	0.815**	5	0.662**
6	0.542**	6	0.745**	6	0.570**	6	0.748**

*** *D at 0.01, output source SPSS**

It is clear from Table No. (1) that all the phrases of the axis of "work ethics among the employees of the technical colleges in Jazan region" are significant at the level of (0.01), where the values of the correlation coefficients of the phrases ranged from (0.451 to 0.815), which are good correlation coefficients, and this gives an indication of the high coefficients of internal consistency, and also indicates high and sufficient indicators of validity that can be trusted in the application of the current study tool.

Table No. (2) Pearson correlation coefficients for the phrases of the axis (organizational commitment among employees of the Colleges of Technology in Jazan) in the total degree of the axis

Statement	Correlation coefficient (Maths.)	Statement	Correlation coefficient (Maths.)
1	0.749**	6	0.773**
2	0.731**	7	0.728**
3	0.754**	8	0.610**
4	0.837**	9	0.835**
5	0.768**	10	0.778**

*** *D at 0.01, output source SPSS**

It is clear from Table No. (2) that all the phrases of the axis of "organizational commitment among the employees of the technical colleges in Jazan region" are significant at the level of (0.01), as the values of the correlation coefficients of the phrases ranged from (0.610 to 0.837), which are good correlation

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coefficients, and this gives an indication of the high coefficients of internal consistency, and also indicates high and sufficient indicators of validity that can be trusted in the application of the current study tool.

Reliability of the questionnaire

The stability of the tool means making sure that the answer will be approximately the same if it is repeated to the same people at different times (Al-Assaf, 2012: 430). The researcher measured the stability of the study tool using the stability coefficient (Alpha Cronbach) and Table No. (3-7) showing the stability coefficient of the axes of the study tool as follows:

Table No. (3) Cronbach's alpha coefficient to measure the stability of the study tool

No.	Axis	Number of Statements	Stability coefficient
1	The first axis: : Work Ethics for Employees of Technical Colleges in Jazan Region	24	0.939
2	The second axis: Organizational commitment among employees of technical colleges in Jazan region	10	0.910
Total stability		34	0.956

Table No. (3) shows that the study questionnaire has a statistically acceptable stability, as the total stability coefficient (Alpha) reached (0.956), which is a high degree of stability, and the stability coefficients of the study tool ranged from (0.910 to 0.939), which are high stability coefficients that can be trusted in the application of the current study tool.

Discussion of hypotheses

Analysis and interpretation related to the first main hypothesis:

The first main hypothesis: There is a statistically significant relationship between work ethics and the level and organizational commitment of employees in the technical colleges in Jazan

To test the main hypothesis, the regression equation was used, which is as follows:

Table No. (4)

Order of variables in the model

Variables included in the model	Order of variables in the model
Work Ethics	1
Strengthen organizational commitment.	2

The above table shows the steps of multiple regression analysis and the independent variables that were included in the multiple regression equation, arranged according to the strength of their impact on the dependent variable. It is clear from the table that the variable (work ethics) was included in the first step, while the variable (strengthening organizational commitment) was included on the dependent variable. To ensure the validity of the model to test the hypothesis, the analysis of variance of regression was used as follows:

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Table No. (5) shows the results of the analysis of regression to ensure the validity of the model to test the hypothesis

The above table shows a relationship between work ethics and the promotion of organizational

Dependent variable	Source	R2 Value Cumulative Determination Coefficient	SQUARES TOTAL	Degrees of freedom	Squares mean	F-Distribution	(Significance level)
Strengthen organizational commitment.	regression		53.155	4	13.289	76.057	0.000
	Error		30.052	172	0.175		
	Total		83.206	176			

commitment among workers in the technical colleges in Jazan region, given the significance of the calculated value (F) of (76.057), at a level of significance (0.000) and degrees of freedom (172, 176). Accordingly, there is a relationship between work ethics and the promotion of organizational commitment among workers in the technical colleges in Jazan region, given the significance of the value (F) at a level of significance less than (0.05).

The researcher interprets this result based on the fact that there are many benefits to organizational commitment within the organization as he works on the following:

- Increases retention of team members

High levels of organizational commitment encourage team members to stay with their employer longer, reducing employee turnover

- Boosts productivity

Strengthened organizational commitment can lead to increased productivity, and when individuals empathize with the organization's goals, it may be easier for them to devote their best efforts to achieving them. Specifically, they may stay on task and proactively look for ways to accomplish as much as possible, and this can lead to increased production and help the organization achieve positive results.

- Organizational performance

When workers want to contribute their best ideas and efforts, employers get the benefits of their talents and perspectives, and instead of just meeting expectations, committed individuals may aim to exceed them and contribute to the future of their organizations.

- Creates positive organizational development

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Higher levels of commitment among the team can improve organizational development, and organizational development refers to efforts to increase the effectiveness and competitiveness of organizations in their markets. If the organization has specialized and skilled staff, implementing new strategies or policies becomes easier because they tend to embrace the need for change.

Table No. (6) Demonstrates multiple regression analysis to ascertain the impact of work ethics in enhancing organizational commitment among employees of technical colleges in Jazan region

The independent variable	B	Standard error	Beta	T value	(Significance level)
Constant	**0.095**	**0.256**	**-**	**0.369**	**0.013**
The first dimension: integrity	**0.244**	**0.110**	**0.199**	**2.220**	**0.028**
The second dimension: mastery	**0.309**	**0.113**	**0.275**	**2.729**	**0.007**
The Third Dimension: Justice	**0.632**	**0.142**	**0.640**	**4.458**	**0.000**
Fourth Dimension: Cooperation	**0.501**	**0.132**	**0.259**	**3.213**	**0.000**
work Ethics	**0.228**	**0.280**	**0.193**	**0.815**	**0.04**

* Significant differences at the level of 0.05 and below

It is clear from the above results and from the follow-up of (Beta) transactions and (T) tests that the constant is statistically significant, as well as the existence of a relationship between work ethics and strengthening organizational commitment among workers in the technical colleges in Jazan region. This confirms the existence of an impact of work ethics in enhancing organizational commitment among workers in the technical colleges in Jazan region. This confirms the validity of the hypothesis, which states that " there is a statistically significant impact of work ethics on the organizational commitment of workers in the technical colleges in Jazan region."

To further ascertain the existence of a statistically significant relationship between work ethics and the level of organizational commitment among employees of technical colleges in Jazan region.

The researcher also used Pearson's test coefficient to ascertain a statistically significant relationship between work ethics and the level of organizational commitment among employees of technical colleges in Jazan region. The results were as shown in the following table:

Table No. (7) shows Pearson's correlation coefficient to ensure that there is a statistically significant relationship between work ethics and the level of organizational commitment among employees of technical colleges in Jazan

Variables	Number	Mean, arithmetic(al) (Maths.)	Standard deviation (Maths.)	Correlation coefficient (Maths.)	(Significance level)
Work Ethics	**177**	**4.10**	**0.581**		
Organizational commitment of the employees of technical	**177**	**4.07**	**0.688**	**0.772****	**0.00**

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Variables	Number	Mean, arithmetic(al) (Maths.)	Standard deviation (Maths.)	Correlation coefficient (Maths.)	(Significance level)
colleges in Jazan region					

It is clear from the above table that there is a statistically significant relationship between work ethics and the level of organizational commitment among employees of the technical colleges in Jazan region. The value of the correlation between them reached (0.772) at the level of significance (0.00), which is a statistically significant value, which indicates the existence of a statistically significant relationship between work ethics and the level of organizational commitment among employees of the technical colleges in Jazan region. This confirms that the higher the level of work ethics among employees of the technical colleges in Jazan region, the higher the level of organizational commitment. Thus, the basic hypothesis is achieved, which states that there is a statistically significant relationship between work ethics and the level of organizational commitment among employees of the technical colleges in Jazan region.

sub-hypothesis

Analysis and interpretation related to the first sub-hypothesis

- ***Analysis and interpretation related to the first sub-hypothesis related to the integrity dimension:***

There is a statistically significant relationship between integrity and organizational commitment among employees of technical colleges in Jazan region.

To ensure that there is a statistically significant relationship between integrity and organizational commitment among employees of the Colleges of Technology in Jazan.

The researcher used Pearson's test coefficient to ensure that there is a statistically significant relationship between integrity and organizational commitment among employees of the Colleges of Technology in Jazan, and the results were as shown in the following table:

Table No. (8) shows Pearson's correlation coefficient to ensure a statistically significant relationship between integrity and organizational commitment among employees of technical colleges in Jazan

Variables	Number	Mean, arithmetic(al) (Maths.)	Standard deviation (Maths.)	Correlation coefficient (Maths.)	(Significance level)
Integrity/honesty	**177**	**4.22**	**0.563**	**0.593****	**0.00**
Organizational commitment of the employees of	**177**	**4.07**	**0.688**		

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Variables	Number	Mean, arithmetic(al) (Maths.)	Standard deviation (Maths.)	Correlation coefficient (Maths.)	(Significance level)
technical colleges in Jazan region					

It is clear from the above table that there is a direct and statistically significant relationship between integrity and organizational commitment among the employees of the technical colleges in Jazan region. The value of the correlation between them reached (0.593) at the level of significance (0.00), which is a statistically significant value, which indicates the existence of a direct and statistically significant relationship between integrity and organizational commitment among the employees of the technical colleges in Jazan region, which confirms that the higher the level of integrity among the employees of the technical colleges in Jazan region, the higher the level of organizational commitment. Thus, the first hypothesis is achieved, which provides for a statistically significant relationship between integrity and organizational commitment among the employees of the technical colleges in Jazan region.

- ***Analysis and interpretation related to the second sub-hypothesis related to mastery:***
- ***There is a statistically significant relationship between mastery and organizational commitment among employees of technical colleges in Jazan***

To ensure that there is a statistically significant relationship between mastery and organizational commitment among employees of technical colleges in Jazan region.

The researcher used Pearson's correlation coefficient to ensure that there is a statistically significant relationship between mastery and organizational commitment among employees of the Colleges of Technology in Jazan, and the results were as shown in the following table:

Table No. (9) shows Pearson's correlation coefficient to ensure a statistically significant relationship between mastery and organizational commitment among employees of technical colleges in Jazan

Variables	Number	Mean, arithmetic(al) (Maths.)	Standard deviation (Maths.)	Correlation coefficient (Maths.)	(Significance level)
Mastery	**177**	**4.21**	**0.613**		
Organizational commitment of the employees of technical colleges in Jazan region	**177**	**4.07**	**0.688**	**0.667****	**0.00**

It is clear from the above table that there is a direct and statistically significant relationship between mastery and organizational commitment among the employees of the technical colleges in Jazan region. The value of the correlation between them reached (0.667) at the level of significance (0.00), which is a statistically significant value, which indicates the existence of a direct and statistically significant relationship between mastery and organizational commitment among the employees of the technical colleges in Jazan region. This confirms that the higher the level of mastery among the employees of the technical colleges in Jazan region, the higher the level of organizational commitment. Thus, the second hypothesis is achieved, which provides for a statistically significant relationship

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between mastery and organizational commitment among the employees of the technical colleges in Jazan region.

- ***Analysis and interpretation related to the third sub-hypothesis related to justice:***
- ***There is a statistically significant relationship between justice and organizational commitment among employees of technical colleges in Jazan region***

To ensure that there is a statistically significant relationship between justice and organizational commitment among employees of technical colleges in Jazan region.

The researcher used ***Pearson's correlation coefficient*** to ensure that there is a statistically significant relationship between justice and organizational commitment among employees of the technical colleges in Jazan. The results were as shown in the following table:

Table No. (10) shows Pearson's correlation coefficient to ensure a statistically significant relationship between justice and organizational commitment among employees of technical colleges in Jazan region

Variables	Number	Mean, arithmetic(al) (Maths.)	Standard deviation (Maths.)	Correlation coefficient (Maths.)	(Significance level)
Justice	**177**	**3.90**	**0.820**		
Organizational commitment of the employees of technical colleges in Jazan region	**177**	**4.07**	**0.688**	**0.639**	**0.00**

It is clear from the above table that there is a direct and statistically significant relationship between justice and organizational commitment among employees of the technical colleges in Jazan region. The value of the correlation between them reached (0.639) at the level of significance (0.00), which is a statistically significant value, which indicates the existence of a direct and statistically significant relationship between justice and organizational commitment among employees of the technical colleges in Jazan region. This confirms that the higher the level of justice among employees of the technical colleges in Jazan region, the higher the level of organizational commitment. Thus, the third hypothesis is achieved, which provides for a statistically significant relationship between justice and organizational commitment among employees of the technical colleges in Jazan region.

- ***Analysis and interpretation related to the fourth sub-hypothesis related to cooperation:***
- ***There is a statistically significant relationship between cooperation and organizational commitment among employees of technical colleges in Jazan region***

To ensure that there is a statistically significant relationship between cooperation and organizational commitment among employees of technical colleges in Jazan region.

The researcher used Pearson's correlation coefficient to ensure that there is a statistically significant relationship between cooperation and organizational commitment among employees of the Colleges of Technology in Jazan, and the results were as shown in the following table:

Table No. (11) shows Pearson's correlation coefficient to ensure a statistically significant relationship between cooperation and organizational commitment among employees of technical colleges in Jazan region

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Variables	Number	Mean, arithmetic(al) (Maths.)	Standard deviation (Maths.)	Correlation coefficient (Maths.)	(Significance level)
Cooperation	**177**	**4.08**	**0.697**		
Organizational commitment of the employees of technical colleges in Jazan region	**177**	**4.07**	**0.688**	**0.759**	**0.00**

It is clear from the above table that there is a direct and statistically significant relationship between cooperation and organizational commitment among employees of the technical colleges in Jazan region. The value of the correlation between them reached (0.759) at the level of significance (0.00), which is a statistically significant value, which indicates the existence of a direct and statistically significant relationship between cooperation and organizational commitment among employees of the technical colleges in Jazan region. This confirms that the higher the level of cooperation among employees of the technical colleges in Jazan region, the higher the level of organizational commitment. Thus, the fourth hypothesis is achieved, which states that there is a statistically significant relationship between cooperation and organizational commitment between employees of the technical colleges in Jazan region.

Table NO (12) shows the ordering dimensions of the work ethics axis among employees of the Colleges of Technology in Jazan

Dimensions	Mean	Standard deviation (Maths.)	Ranking	Score
Dimension1: Integrity/honesty	**4.22**	**0.563**	**1**	**Strongly agree**
Dimension2 : Mastery	**4.21**	**0.613**	**2**	**Strongly agree**
Dimension 3: justice	**3.90**	**0.820**	**4**	**Agree**
Dimension 4: Cooperation	**4.08**	**0.697**	**3**	**Agree**
The focus of the work ethics of the employees of the technical colleges in Jazan region as a whole	**4.10**	**0.581**	**-**	**Agree**

It is clear from the above table that the integrity dimension came in first place with an arithmetic mean (4.22) and a standard deviation (0.563) and a degree of strong approval, while mastery came in second place with a degree of strong approval and an arithmetic mean (4.21) and a standard deviation (0.613), and in third place came after cooperation with an arithmetic mean (4.08), a standard deviation (0.697) and a degree of approval, and in fourth and last place came after justice with an arithmetic mean (3.90), a standard deviation (0.820) and a degree of approval, as it is clear from the above table that the arithmetic average of the work ethics axis of the employees of the technical colleges in Jazan region as a whole (4.10) and a standard deviation (0.581), and this indicates the approval of the study

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members on the work ethics of the employees of the technical colleges in Jazan region, which confirms that the level of work ethics of the employees of the technical colleges in Jazan region is highly available.

Second: The level of organizational commitment of the employees of the technical colleges in Jazan region

To identify the level of organizational commitment of the employees of the technical colleges in Jazan region, the frequencies, percentages, arithmetic averages and standard deviation of the answers of the study sample members were calculated. These statements were also arranged according to the arithmetic mean of each of them, as follows:

Table No. (13) Frequencies, percentages, arithmetic averages and standard deviation of the responses of the study members on the level of organizational commitment among the employees of the technical colleges in Jazan region

M	Paragraph	Degree of Response										Mean	Standard deviation	Relative weight	Rank
		Strongly disagree		Disagree		Neutral		Agree		strongly agree					
		t	%	t	%	t	%	t	%	t	%				
1	Applying transparency and accountability contributes to enhancing organizational commitment	4	2.3	5	2.8	12	6.8	73	41.2	83	46.9	4.28	0.884	4.3	2
2	A sophisticated communication system is used, which strengthens organizational commitment	2	1.1	8	4.5	28	15.8	65	36.7	74	41.8	4.14	0.919	4.1	4
3	Career path is carefully planned which enhances organizational commitment	2	1.1	11	6.2	30	16.9	73	41.2	61	34.5	4.02	0.932	4.0	9
4	Mutual trust between management and employees contributes to enhancing organizational commitment	4	2.3	8	4.5	21	11.9	76	42.9	68	38.4	4.11	0.938	4.1	5
5	Employees feel they have a strong commitment to keep working	4	2.3	6	3.4	22	12.4	83	46.9	62	35	4.09	0.900	4.1	6
6	Employees perform the tasks of the job by sensing the extent of responsibility to people	2	1.1	6	3.4	11	6.2	89	50.3	69	39	4.23	0.801	4.2	3
7	Employees follow the laws and	2	1.1	0	0	15	8.5	83	46.9	77	43.5	4.32	0.724	4.3	1

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M	Paragraph	Degree of Response										Mean	Standard deviation	Relative weight	Rank
		Strongly disagree		Disagree		Neutral		Agree		strongly agree					
		t	%	t	%	t	%	t	%	t	%				
	regulations governing work														
8	Employees are keen to stay in the technical colleges in Jazan even if they lose financially from their salary	14	7.9	28	15.8	54	30.5	36	20.3	45	25.4	3.40	1.244	3.4	10
9	Diversification of staff disciplines contributes to enhancing organizational commitment	4	2.3	5	2.8	22	12.4	94	53.1	52	29.4	4.05	0.858	4.0	8
10	Employees demonstrate punctual discipline in carrying out their job responsibilities	6	3.4	6	3.4	20	11.3	83	46.9	62	35	4.07	0.951	4.1	7
Overall arithmetic average												4.07	0.688	4.1	-

It is clear from Table No. (13) that the axis of the level of organizational commitment among employees of the colleges of technology in Jazan region includes (10) phrases, where the arithmetic averages of the axis phrases ranged from (3.40 to 4.32) out of (5.0) degrees, and these averages fall into the third, fourth and fifth categories of the five-graded scale categories, and the previous result indicates that the responses of the study members about the axis phrases range from (neutral – agree – strongly agree).

The general arithmetic mean of the axis phrases reached (4.07) with a standard deviation of (0.688), and this indicates that there is agreement among the study members on the level of organizational commitment among the employees of the technical colleges in Jazan region, and this confirms that the level of organizational commitment among the employees of the technical colleges in Jazan region came to a high degree, and the most prominent illustrations of this are: the employees' compliance with the laws and regulations governing work, and the contribution of applying transparency and accountability in enhancing organizational commitment, as well as the employees' performance of the job tasks by sensing the size of responsibility to people.

The following statements discuss in some detail the responses of the study members about the statements of the axis of the level of organizational commitment among the employees of the Colleges of Technology in Jazan, which are arranged in descending order according to their arithmetic mean, as follows:

1- Statement No. (7), which states that (workers follow the laws and regulations governing work) came in first place with an arithmetic mean of (4.32) and a standard deviation of (0.724), and

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this indicates that there is strong agreement among the study members that the workers follow the laws and regulations governing work.

2- Statement No. (1), which states that (the application of transparency and accountability contributes to enhancing organizational commitment) came in second place with an arithmetic mean of (4.28) and a standard deviation of (0.884), and this indicates that there is strong agreement among the study members that the application of transparency and accountability contributes to enhancing organizational commitment.

3- Statement No. (6), which states that (workers perform the tasks of the job by sensing the size of responsibility to people) came in third place with an arithmetic mean of (4.23) and a standard deviation of (0.801), and this indicates that there is strong approval among the study members that the workers perform the tasks of the job by sensing the size of responsibility to people.

4- The statement No. (2), which states that (an advanced communication system is used, which strengthens the organizational commitment) came in fourth place with an arithmetic mean (4.14) and a standard deviation (0.919), and this indicates that there is agreement among the study members that an advanced communication system is used, which strengthens the organizational commitment.

5- The statement No. (4), which states that (mutual trust between the administration and workers contributes to enhancing organizational commitment) came in fifth place with an arithmetic mean of (4.11) and a standard deviation of (0.938), and this indicates that there is agreement among the study members that mutual trust contributes between the administration and workers in enhancing organizational commitment.

6- Statement No. (5), which states that (workers feel that they have a strong commitment to continue working) came in sixth place with an arithmetic mean of (4.09) and a standard deviation of (0.900), and this indicates that there is agreement among the study members that the workers feel that they have a strong commitment to continue working.

7- Statement No. (10), which states that (employees show punctuality in the implementation of their job responsibilities) came in seventh place with an arithmetic mean of (4.07) and a standard deviation of (0.951), and this indicates that there is agreement among the study members that employees show punctuality in the implementation of their job responsibilities.

8- Statement No. (9), which states that (Diversifying the disciplines of workers contributes to enhancing organizational commitment) came in eighth place with an arithmetic mean of (4.05) and a standard deviation of (0.858), and this indicates that there is agreement among the study members that diversifying the disciplines of workers contributes to enhancing organizational commitment.

9- Statement No. (3), which states that (the career path is accurately planned, which enhances organizational commitment) came in ninth place with an arithmetic mean of (4.02) and a standard deviation of (0.932), and this indicates that there is agreement among the study members that the career path is accurately planned, which enhances organizational commitment.

10- Statement No. (8), which states that (employees are keen to stay in the technical colleges in Jazan region even if they lose materially from their salary) came in tenth place with an arithmetic mean of (3.40) and a standard deviation of (1.244), and this indicates that there is neutrality among the study members to ensure that employees stay in the technical colleges in Jazan region even if they lose materially from their salary.

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Results and Recommendations:

Results

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1- The outcomes of the study confirmed that there is a strong positive relationship between work ethics and the level of organizational commitment of employees in academic institutions. Ethical values such as integrity, proficiency, fairness, and cooperation contribute to enhancing employee belonging, which motivates them to commit to their tasks and work to achieve the company's goals efficiently and effectively.

2- The study showed that integrity is at the forefront of factors affecting organizational commitment. Employees who work in an environment characterized by transparency and credibility experience a higher degree of loyalty and job satisfaction, which positively reflects on their performance and stability within the corporation.

3- The study found that employees eager to enhance their work performance are the most committed to their companies, as the pursuit of excellence drives them to develop their skills and improve productivity. Adopting a culture of mastery also reduces dropout rates, improving institutional sustainability.

4- Equity in the distribution of obligations, resources, and rewards has been shown to elevate organizational commitment. Employees feel their efforts are valued and treated fairly, enhancing their sense of satisfaction and job stability while reducing dissatisfaction that can lead to low performance.

5- The study proved that teamwork and cooperation among employees play a key role in improving the work environment. This reduces internal conflicts, elevates group spirit, and fosters a culture of commitment and belonging to the institution, leading to a more efficient and stimulating environment.

6- The findings showed that leaders who apply ethical principles in their management, including integrity, equity, and respect, contribute significantly to employee commitment. Ethical leadership provides a supportive work environment that fosters trust between employees and management, leading to improved organizational performance.

7- The study indicated that businesses relying on clear ethical standards have low turnover rates, as employees experience job security and confidence in their future careers within the organization. This enhances the stability of the corporation and decreases the costs of recruiting and training new employees.

Recommendations

1- The study recommends developing clear regulations that promote integrity and transparency in the work environment by adopting ethical standards and providing effective accountability channels. This approach enhances employees' confidence and motivates them to adhere to ethical work standards.

2- Organizations should provide periodic training programs for employees to establish principles of business ethics, including commitment to excellence, justice, and cooperation. These programs promote a tradition of ethical work and inspire personnel to adopt values that enhance overall organizational performance.

3- Performance appraisal and reward structures should be based on objective criteria to ensure fairness among personnel. Achieving this can increase employee satisfaction and encourage them to

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continue working in the company, motivated by incentives and professional appreciation.

4- It is recommended to adopt effective strategies to encourage teamwork within organizations by establishing integrated work teams and providing opportunities for cooperation between different departments. This enhances team spirit, raises the level of institutional commitment, and helps achieve common goals more efficiently.

5- The study recommends providing special training programs for management leaders to enable them to adopt ethical leadership practices. The leader should be a role model in applying ethical values, which enhances employees' commitment to the organization and increases the efficiency of the work environment.

6- Organizations should develop clean verbal exchange channels between control and personnel to growth transparency, lessen misunderstandings, and encourage personnel to explicit their opinions freely, enhancing their experience of belonging and organizational dedication.

7- The study recommends imparting a work environment that helps personnel' intellectual health by way of balancing work and personal life and lowering excessive strain, which enhances worker satisfaction and keeps their level of commitment inside the company.

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