EXAMINING Employee Commitment in the Bottling Manufacturing Industry as Influenced by Employee Well-being, Organizational Citizenship Behavior, and Resilience at WORK

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ABSTRACT

Employee commitment in bottling manufacturing presents a multitude of factors. This study aimed to examine how employee well-being, organizational citizenship behavior, and resilience at work predict employee commitment in the bottling manufacturing industry in Davao City. A quantitative method and a descriptive-correlational design were used in the study, with 300 randomly selected regular employees of bottling manufacturing companies in Davao City as respondents. Results showed that employee well-being status is often evident, organizational citizenship behavior is often manifested, resilience at work is often demonstrated, and employee commitment is often manifested. The findings revealed significant, positive relationships among employee well-being, organizational citizenship behavior, resilience at work, and employee commitment, with resilience at work exhibiting the strongest correlation. In addition, employee well-being and resilience at work significantly influenced employee commitment. At the same time, organizational citizenship behavior did not exhibit a significant predictive influence compared to the other variables. Lastly, 54.3 percent of the variance in employee commitment can be explained by the combined predictors.

KEYWORDS: *Business management, employee well-being, organizational citizenship behavior, resilience at work, Philippines*

INTRODUCTION

Employee commitment is fundamental to enhancing organizational performance and ensuring long-term sustainability (Hills, 2024). In industries

such as bottling manufacturing, where tasks are repetitive and physically demanding, workforce stability becomes essential for operational continuity (Sujendran, 2023). Understanding the antecedents of employee commitment is critical, as these are shaped by factors such as organizational culture, leadership style, and job satisfaction (Ikyanyon & Agber, 2020).

Despite extensive research across sectors, few studies have examined how employee well being (EWB), organizational citizenship behavior (OCB), and resilience at work (RAW) interact to influence employee commitment (EC) in the bottling manufacturing industry in developing countries (Rožman et al., 2022). Employee well-being, which includes life satisfaction, psychological health, and workplace experiences, has been linked to increased employee motivation and retention (Johar et al, 2023). OCB refers to discretionary behaviors such as altruism, sportsmanship, and courtesy that support organizational functioning beyond assigned duties (Wahyuni & Dirbawanto., 2022). Resilience, defined as the capacity to adapt and thrive under stress, is increasingly viewed as a key contributor to sustained employee commitment during organizational or personal adversity (Gupta et al., 2024).

The study specifically aimed to explore several key research questions. First, it examined the status of employee commitment in bottling manufacturing companies, focusing on its three dimensions: affective, normative, and continuance commitment. Second, it assessed employee well-being across life, workplace, and psychological domains. Third, the study investigated the manifestation of organizational citizenship behavior (OCB), particularly in terms of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Fourth, it evaluated the extent of resilience at work, including living authentically, finding one's calling, maintaining perspective, managing stress, building social connections, and staying healthy. Fifth, the research sought to determine whether significant relationships exist between employee well-being, organizational citizenship behavior, resilience at work, and employee commitment. Lastly, it aimed to identify whether these variables significantly influence employee commitment in the bottling manufacturing context.

Statement of the Problem

This study's primary goal was to ascertain the impact of employee well-being, organizational citizenship behavior, and resilience at work on employee commitment. It specifically aimed to respond to the following questions:

1. What is the status of employee commitment, well-being, organizational

citizenship behavior, and resilience at work in a bottling manufacturing company?

2. Is there a significant relationship between Employee's Well-being and Employee Commitment, Organizational Citizenship Behavior and Employee Commitment, and Resilience at Work and Employee Commitment?

3. Do Employees' Well-being, Organizational Citizenship Behavior, and Resilience at Work significantly influence Employee Commitment in a bottling manufacturing company?

Theoretical Framework

This study was framed from Social Exchange Theory (SET), by Homans (1958) and later improved by Thibaut and Kelley (1959), and Social Identity Theory (SIT), by Tajfel and Turner (1979), proposing that positive, reciprocal workplace experiences build loyalty and belonging. This research investigates the interplay among employee well-being, OCB, and resilience, and predictive power on employee commitment in the bottling manufacturing companies in Davao City, Philippines.

METHODOLOGY

Research Design. This study utilized a quantitative, descriptive-correlational design to examine the relationships and predictive influences among employee well-being, organizational citizenship behavior, resilience at work, and employee commitment. According to Sirisilla (2023), the design's descriptive aspect mapped each variable as it existed at the time, identifying patterns, trends, and characteristics without attempting to establish causal relationships. Complementing this, Fleetwood (2024) noted that the correlational approach reveals the specific nature and strength of these associations, making it appropriate for examining the relationships among employee well being, organizational citizenship behavior, resilience at work, and employee commitment.

Research Locale. The research was conducted in Davao City, Philippines, targeting employees from bottling manufacturing companies. This setting was chosen due to the city's industrial significance in the Mindanao region and the presence of a concentrated workforce in the bottling manufacturing sector. As Alcala (2024) notes, Davao City's geographic attributes make it an especially relevant and compelling setting for studying employee-related phenomena in the manufacturing sector.

Research Respondents. A total of 300 regular employees from bottling manufacturing firms in Davao City participated in the study. The study employed simple random sampling and purposive sampling to ensure a representative group of qualified regular employees, excluding those who had resigned, were part time, agency-hired, or outside the bottling sector.

Research Instruments. The survey questionnaire, validated by experts, consists of four parts. Part I focuses on employee commitment, which was adapted from Vance et al.'s (2020) study. With 18 items and an overall Cronbach's alpha of 0.960, Part II on employee well-being adapted from Zheng et. al (2015), which 17 items and an overall Cronbach alpha of .93, Prat III, organizational citizenship behavior from the study of Nguyen et al. (2022) with 17 items and an overall Cronbach alpha of .81. Lastly, the resilience at work tool sourced from Malik and Garg (2018), with 17 items and an overall Cronbach alpha of .81.

Data Collection. The researchers used the standard protocol of collecting the necessary data. The process begins with obtaining the Dean of the Graduate School of the University of Immaculate Conception's approval. Then, ethical clearance was obtained from the UIC Research Ethics Committee for the entire board's review of the study's moral aspects. The ten dimensions of research ethics include social value, informed consent, vulnerability considerations, risk-benefit assessment, privacy and confidentiality, justice, transparency, researcher qualifications, adequacy of facilities, and community involvement. Letters requesting research were sent to the human resources offices of the bottling manufacturing companies in Davao City. During the data collection, the researcher ensured that participants' work was not disturbed. After receiving the desired number of responses, the data were encoded, compiled, and tabulated under the direction of a statistician. It was then subjected to the appropriate statistical tool for analysis and interpretation.

Ethical Considerations. This study is committed to upholding ethical standards in research by submitting the research protocol for review and approval by the UIC Research Ethics Committee (UIC-REC), as indicated by the assigned Protocol Code: GS-ER-02-25-0204. The research underwent a thorough ethical review to ensure compliance with the ten foundational ethical principles, namely: social value, informed consent, vulnerability issues, risk-benefit ratio, privacy and confidentiality of information, justice,

transparency, researcher qualification, adequacy of facilities, and community involvement.

RESULTS AND DISCUSSION

Status of Employee Commitment, Employee Well-being, Organizational Citizenship Behavior, and Resilience at Work

The data in the table reveal a high level of employee commitment across affective, normative, and continuance domains, with an overall mean of 3.60. The standard deviations indicate that responses are homogeneous. Affective commitment, with a mean of 3.54, reflects employees' emotional attachment to the organization, indicating that many employees feel connected and genuinely care about the organization's success. Normative commitment also scored high at 3.67, suggesting that employees feel a sense of obligation to remain with the organization, likely due to loyalty or perceived moral responsibility. Continuance commitment received the highest mean score of 3.79, showing that employees recognize the costs associated with leaving the organization. The relatively moderate standard deviations, ranging from 0.85 to 1.00, indicate a mix of consistent and slightly varied responses across dimensions. These findings suggest that employees in the bottling manufacturing industry exhibit strong commitment to the organization, reflecting a mutually beneficial relationship. These findings align with Murray and Holmes's (2021) study, which found that when employees are committed to their organization, they are more likely to support, embody, and promote the organization's fundamental goals and values. Similarly, this study affirms Nuevo's (2023) findings, which show that employees exhibit strong affective, normative, and continuance commitment.

Employee well-being was measured at an overall mean of 3.86 and a standard deviation of 0.85. Life well-being was recorded at 3.76, suggesting that employees are generally satisfied with aspects of their personal lives. Workplace well-being also scored high, with a mean of 3.83, indicating that employees perceived their work environment as supportive, fair, and conducive to growth. Notably, psychological well-being received the highest mean score of 4.00, reflecting strong emotional balance, mental resilience, and a positive outlook among employees. These findings reflect a workforce that feels generally satisfied with life, finds meaning and joy in their work, and maintains a strong sense of personal growth and self-confidence. These findings align with the study of Salas-Vallina et al. (2021) that high employee well-being increased employee motivation, productivity, and engagement. Sardiko et al.

(2021) identified economic factors, positive work environments, and career growth as contributors to psychological well-being.

Table 1

Status of Employee Commitment, Employee Well-being, Organizational Citizenship Behavior, and Resilience at Work

Variables	Mean	SD	Description
Employee Commitment (EC)	3.67	0.93	High
Employee Well-being (EWB)	3.86	0.85	High
Organizational Citizenship Behavior (OCB)	4.08	0.78	High
Resilience at Work (RAW)	4.03	0.78	High

Moreover, the results on OCB indicate a high overall level among employees with a mean score of 4.08 and a standard deviation of 0.78. This suggests that employees frequently go beyond their formal job responsibilities to contribute positively to the organization. Among the dimensions, conscientiousness scored highest, with a mean of 4.22, indicating that employees consistently demonstrate responsibility, reliability, and diligence in their work. Courtesy and sportsmanship also recorded high mean scores of 4.18 and 4.17, respectively, indicating that employees are respectful, cooperative, and maintain a positive attitude. Altruism, with a mean score of 3.96, reflects a strong willingness among employees to help others and support colleagues in completing tasks. Civic Virtue, though slightly lower at 3.85, still indicates active participation in organizational affairs. The relatively low standard deviations, ranging from 0.71 to 0.82, suggest consistent responses among employees. These results demonstrate a workforce that actively engages in behaviors that foster a positive, collaborative organizational climate. These findings align with the study by Wahyuni and Dirbawanto (2022), which found that OCB correlates with employee loyalty and performance. Andreopoulos et al. (2023) stated that strong OCB enhances organizational cohesion. Additionally, Suherdi and Ahmad (2023) found that OCB, driven by positive organizational culture and work discipline, significantly improves employee commitment.

Additionally, the results on RAW reveal a high overall mean score of 4.03 with a standard deviation of 0.78, indicating that employees generally demonstrate a strong resilience in the workplace. Among the dimensions, living authentically (mean score: 4.17) and building social connections (mean score: 4.16) both scored highest, suggesting that employees are true to their values and maintain supportive relationships at work. Managing stress also scored highly at

4.11, reflecting effective coping mechanisms under pressure. Staying healthy (4.03) and finding your calling (3.93) indicate that employees prioritize well-being and find meaning in their roles. Maintaining perspective had the lowest yet still high mean score of 3.80, suggesting that employees are well-equipped to handle workplace demands through strong self-awareness, stress management, and social support systems, thereby contributing positively to personal performance and organizational sustainability.

This level of resilience suggests a workforce equipped to handle high-demand environments while maintaining performance and well-being. Lutfiyah and Dwarawati (2023) affirmed that resilience strongly predicts employee well-being, particularly by enhancing emotional health and job satisfaction. Similarly, Mao et al. (2023) emphasized that resilient employees contribute to both individual and organizational adaptability, making resilience a strategic asset in managing change and sustaining productivity. However, Yun et al. (2022) argued that resilience may not be sufficient to prevent burnout without adequate organizational structures, emphasizing the need for complementary support systems, such as leadership engagement, workload management, and mental health resources, to fully leverage its benefits.

Correlations Between Variables

The data in Table 2 presents the correlation results between EC and three key variables: EWB, OCB, and RAW. The data showed that all three variables have a statistically significant positive relationship with employee commitment, as indicated by p-values of .000 for each, which are well below the conventional threshold of 0.05. This confirms that the observed relationships are not due to chance.

Table 2

Correlations Between Variables

Variables Correlated with Employee Commitment	R	p	Remarks
Employee Well-being	. 689	.000	Significant
Organizational Citizenship Behavior	.586	.000	Significant
Resilience at Work	.716	.000	Significant

Among the three variables, RAW hasthe strongest correlation with EC (r=.716), suggesting that employees who can manage stress, maintain

perspective, and recover from challenges are more likely to remain committed. EWB follows closely (r=.689), indicating that those who experience higher emotional, psychological, and physical well-being tend to show deeper commitment. OCB, with a moderate yet significant correlation (r=.586), implies that enhancing OCB, employees who display helpfulness, cooperation, and civic engagement, are more inclined to stay committed. These findings highlight that building resilience, fostering well-being, and encouraging positive workplace behavior are essential strategies for enhancing employee commitment and retaining a motivated and productive workforce.

The findings confirmed the Social Exchange Theory (SET), grounded in the work of Homans (1958) and Blau (1964), which emphasizes the mutual exchange of benefits and costs in relationships, where individuals tend to act in ways that maximize benefits while minimizing costs. The findings highlight that employees in the bottling manufacturing sector exhibit high levels of affective, normative, and continuance commitment, indicating a strong emotional attachment to their organization. These high levels of commitment can be interpreted as a manifestation of a reciprocal relationship between employees and their organization, in which employees perceive their environment as supportive and fair.

The result also confirms the Social Identity Theory (SIT), as proposed by Tajfel and Turner (1979), suggests that individuals derive their self-concept and identity from their group memberships, which significantly influence their attitudes and behaviors towards in-group and out-group members. The results of this study demonstrated that employees with a strong sense of organizational belonging tend to display higher levels of organizational citizenship behaviors and resilience. This aligns with SIT, as employees who strongly identify with their organization are more likely to act in ways that benefit the organization, such as helping colleagues or exceeding job expectations.

Influencers of Employee Commitment

The data in Table 3 pertains to the multiple regression analysis. The statistical data showed an overall correlation coefficient of r = .737, suggesting a strong collective relationship among EWB, OCB, RAW, and EC. The coefficient of determination $r^2 = 0.543$ indicates that 54.3 percent of the variance in employee commitment can be explained by the combined predictors. This means that more than half of the changes in EC levels can be attributed to these factors, suggesting substantial explanatory power for the model.

Table 3

Influencers of Employee Commitment

Variables	Beta	p-value	t	Remarks
Employee Well-being	.321	.000	3.931	Significant
Organizational Citizenship Behavior	-.179	.066	-1.847	Not Significant
Resilience at Work	.727	.000	5.795	Significant
r = .737 r 2 = .543 p = .000 F = 117.048				

The remaining 45.7 percent of the variance may be influenced by other variables not included in the model. Furthermore, the F-value of 117.048 and p-value of 0.000 confirm that the overall regression model is statistically significant. This indicates that, when considered together, the three predictors have a meaningful and reliable impact on employee commitment.

Individually, RAW emerged as the strongest predictor, with a beta coefficient of .727, a t value of 5.795, and a p-value of 3.931, indicating a highly significant and positive contribution to employee commitment. EWB also showed a significant positive influence, with a beta of .321, t=3.931, and p=.000, implying that employee who experience greater well-being are more emotionally invested in their work. On the other hand, OCB had a negative beta of -.179 and was not statistically significant (p=.006), indicating that, when considered alongside the other variables, OCB does not have a meaningful direct effect on commitment in this model. This may suggest that its influence is indirect or mediated by other factors.

The findings should be interpreted in light of several limitations. The study focused exclusively on regular employees from bottling manufacturing firms in Davao City, which may limit the generalizability of the findings to other industries and geographic locations. In addition, the use of a cross-sectional design restricts the ability to establish causal relationships among the variables. Despite these limitations, the study provides valuable insights into factors influencing employee commitment within the manufacturing sector.

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