

Understanding the dynamics of work ethics and organisational commitment

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ABSTRACT - This study was conducted with the aim of understanding the relationship between work ethics and employee's organizational commitment in Omani companies especially MHD Company. The statistical population consists of MHD employees in Muscat (Oman). The questionnaire was filled out by 142 random respondents of Mohsen Haidar Darwish (MHD) staff in order to collect data related to this research study. Questionnaires on organizational commitment were used (1) and work ethics (2). The statistical tools like correlation and ANOVA test which used for understanding the relationship between all dimensions of work ethics and all dimensions of organizational commitment of MHD employees. The results revealed a significant correlation between work ethic and organizational commitment. The regression model showed fit between dependent variable and independent. It is suggested that managers to strength the organizational commitment among MHD employees it important for them to encourage hard work and leisure aspects of work ethics.

Key words: *Work Ethics, Organisational Commitment, Delay of Gratification, Self-Reliance, Affective Commitment*

I. RESEARCH BACKGROUND

Some organizations face many problems such as low productivity, low performance, increased turnover and employees' thinking about ending work, due to several main reasons, including lack of focus on work ethic or lack of commitment of employees in their work (3). The aim of this research is to study the impact of work ethics on organizational commitment and reduce its effects and there is a positive relationship between them in Mohsen Haidar Darwish Company (Oman). The most important problems facing any organization are the development and retention of its employees .

(4) explained that employees are the most important factors for any organization and their behavior not only affects them, but also affects the performance and organizational commitment. Sometimes organizations face ethical issues because some countries, such as the United States and European countries, do not have sufficient resources from skilled workers, as they need more skilled labor force and high skill, leading to a decline in the organization's performance (5) .

These immoral practices also influenced the perception of employees in private and governmental sectors. According to (6), after the failure of one of the largest companies, such as Enron & World com researcher community, showed great interest in ethics. (7) explained that work ethics to encourage employees to perform better and increase commitment to their jobs .

II. INTRODUCTION

Work ethics has a huge impact on the Omani organizations. (8) states that work ethics not only impacts organizational effectiveness, but also the overall employee productivity. (9) finds that work ethics is positively correlated with behavioral assistance within the organization or Organizational Citizenship Behaviors (OCB). (10) explains that work ethics strongly and positively correlates with extra-role behavior. Individuals with work ethics are more willing to show helpful behavior, have initiative in working and prioritize public interest rather than personal interests.

Work ethics is important in business field which it is considered the strength of employee behavior that contributes to the success and development of the organization (11). Organizational commitment has become one of the most important behavioral variables focused on Omani companies. Some studies have confirmed the reasons for the high absenteeism, the delay in work, and the decline in job satisfaction is the lack of attention of Omani companies to the organizational commitment in the work environment (12) .

Some previous studies have focused on the importance of organizational commitment, as the high level of organizational commitment in Omani organizations leads to a low level of absence of employees and evasion of the performance of their required work (13). The organizational commitment is one of the most important elements linking the organization and its employees, while the inability of Omani companies to motivate their employees to achieve a high level of achievement.

The commitment of employees to their organizations is an important element for the success of Omani organizations and their continued increase in productivity (14). There are many reasons that have led to the focus of this concept, the most significant that the organizational commitment is one of the important indicators for predicting many behavioral aspects including the turnover rate. Then, the committed employees will stay in the organization longer time (15).

Several researches have illustrated the impact of work ethics and organizational commitment and the final results have been mixed. As some research reported that there was a significant positive effect between these two variables (eg. 16 & 17). On the other hand, some researchers explained that the relationship between work ethics and organizational commitment was negative and insignificant (18; 19; 20 & 21).

In addition, there are some researchers who say that there may be no impact between work ethic and organizational commitment (22). In addition, it has focused some limited studies on organizational commitment that has a significant impact on organizational development (23; 24 & 20). The organizational commitment should be included in future research as the main objective or need of this study is to knowledge impact the work ethics on organizational commitment. If there is a positive or negative relationship or there is not any relationship between them (23) .

Objectives

1. To understand the nature of work ethics in MHD Company.
2. To explore the level of organizational commitment among employees working in MHD Company.
3. To understand the extent of difference among respondents with regard to demographic factor.

Research Questions

1. What is the characteristic of work ethics found in Mohsin Haider Darwish (MHD) Company?
2. What is the level of organizational commitment among employees at MHD Company?
3. What is the impact of demographic characteristics on work ethics and organizational commitment?

Research Hypothesis

Is there a difference in organizational commitment perception with respect to gender and experience?

III. LITERATURE REVIEW

Concept of Work Ethic

(25) describes work ethics is an important factor in hiring potential employees to advance the organization. HR practitioners pay special attention to employee work ethics. This is because work ethics enables better selection of

employee processes and modifications of corporate policy practices to better suit employees' needs (26). Work ethics was originally defined by Weber as a person's devotion to an intact and non-stop economic role (27). (2) elaborates the definition of Weber's work ethics by integrating various cultural and religious views.

Definition of work ethics according to Miller explained that " a set of attitudes and beliefs with respect to industriousness, self-reliance, religion and morality, leisure, asceticism, delay of gratification, and the centrality of work in one's life (28 pg. 46). Also, he stated that work ethics constructs are multidimensional, related to activities related to work as a whole (not specific only to certain types of work), can be learned, referring to a set of attitudes and beliefs (not only behavior), can be described through behavior, and secularism (not referring to certain religious beliefs).

Theoretical and Empirical Approach of Work Ethics

There are seven main dimensions of work ethics in order to understand the ethics of work in context Max Weber's original ideas where it is separate from other work-related concepts. In order to achieve this goal, a scale has been adopted by (28). The scale Multidimensional Work Ethics Profile (MWEP) contains seven dimensions: leisure, Lost time, self-reliance, delay of gratification, centrality of work, hard work, and morality/ethics. See figure (1).

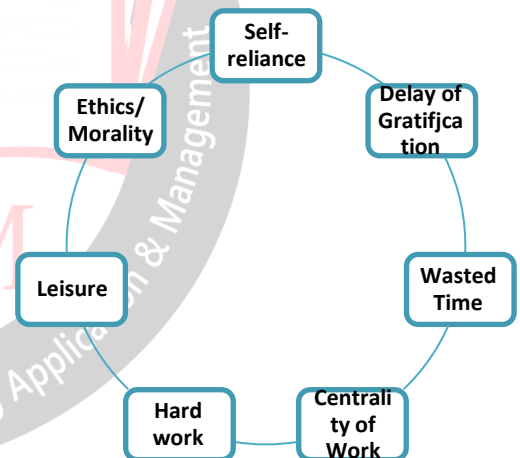


Figure 1: Dimensions of Work Ethics Source (compiled by research)

Wasted time

Wasted time in this context refers to an interconnected chain at the end of one that represents a great commitment to managing time for maximum productivity, and the effective use of time is consistent with strong work ethic (3). In the past, performance improvement was determined to be related to the effective use of time while mismanagement of time was identified as a problem in front of productivity. The effective use of time is a good principle that can reduce anxiety and increase satisfaction.

Self-Reliance

Self-reliance may be highly cautious by individuals who have not yet been established in the working life as they can be considered as established professionals so they must quickly demonstrate the ability to work independently (29). The work environment reduces long-term commitments between employees and employers. (30) study indicated shown young people understand the new work environment and accept the idea that they should rely on themselves. Older people believe that traditional career paths are part of the past and that self-reliance in professional life is essential in modern life. Previous studies confirm that the commitment of younger employees to self-reliance because they show a strong path of self-expression and the desire to gain more responsibility and make decisions and work independently .

Leisure

Understanding business and entertainment relationships requires a clear and significant distinction between recreational possibilities, recreational activities and entertainment orientation (31). Leisure ability is the flexibility to do what an individual wants to do when he wants to (32). Leisure time indicates to leisure orientation as the importance point that is to an individual attaches to non-work activities (33).

Hard Work

Hard work is the belief that an individual can become a better person and achieve his goals by committing himself to the value and importance of work. An individual committed to hard work can face any problem in the workplace (34). The individual is primarily responsible for achieving personal goals such as the desire for success and the accumulation of material wealth (35).

Delay of Gratification

It is the ability to give up short-term rewards in order to make some benefits in the future (36). In addition, it is the ability of the individual to maintain a basic course of action to achieve a long-term goal despite attractive alternatives that offer short-term satisfaction (37) .

Ethics/Morality

Morality is a term to describe how an individual behaves while ethics are used to determine the study of standards of behavior, especially the rules of truth and error. Combine of "Morality and Ethics" is to describe belief in a just and moral existence (3) .The moral literature with the staff received great attention. There are many recent examples of thinking and moral growth of organizations .

Centrality of Work

The centrality of work represents the importance that the individual places on job opportunity as he/she exceeds the need for compensation and represents a fundamental reference principle in determining self-identity (22). A previous study conducted by Van Ness (2010) was

conducted in search of a central concept of actual work and focused on three concepts which are (i) is the belief that work is good and provides dignity, (ii) centralization of work is residual (less attention in non-work activities as work becomes more central, (iii) emotional attention is one in action and passion for the process. This study did not give rise to a strong relationship between the three previous concepts and the centrality of work. There are still many questions on this subject. A study of work ethics other than functional levels has shown significant differences in different dimensions of work ethics, but they have not found any evidence of differences in centralization (35).

TABLE (1) MWEP Dimensions, Dimension Definitions, and Sources

Dimensions	Definitions	Sources
Work Ethics	A normative rule that contains the value system and moral principle as a guideline for employees to do their work within the organization. The sincere attitude of the employees towards people inside and outside the organization.	Parboteeah, Chen, Lin, Chen, Lee, & Chung, 2010; Ali, 1988. Victor & Cullen, 1988.
Hard Work	Employees' attitude who always want to work.	(Ali, 1988)
Self-Reliance	Striving for independence in one's daily work.	
Leisure	Proleisure attitudes and beliefs in the importance of nonworking activities.	
Delay of Gratification	Orientation toward the future; the postponement of rewards.	

Concept of Organizational Commitment

In the beginning, the organizational commitment was seen as an individual assimilation of the goals and values of the organization in order to achieve the goals (3). At another time, it was reinterpreted as a form of various commitments for many groups within the organization (38). The organizational commitment has been given considerable attention by many researchers because of its association with positive performance (39 &40).

Some studies have indicated that the organizational commitment of the employee is significantly affected by the appropriate organizational perception (6).

Organizational commitment is a concept that determines the degree of interest in the individual in the organization and indicates to what level the employee has modified his own goals with the objectives of the organization and it is also considered to be a member of that organization and be prepared to take steps to achieve its goals (41). According to (1) said the organizational commitment is not one-dimensional but has several dimensions which are affective and continuous commitment that each leads to the employee's relationship with the organization (42). Organizational commitment is a principle of employee

loyalty to the direction of his organization and an ongoing process that focuses staff attention to his organization and its continuous productivity (43).

Theoretical and empirical approach of organizational commitment

Staff working in Omani organizations is characterized by multiple types of commitment such as affective commitment, continuous commitment, and normative commitment. Affective commitment is the emotional attachment of staff and engagement with the organization. The continuing commitment relates to employees who expect to continue to work or leave work based on considerations of profit or loss. Finally, the normative obligation relates to staff who continues to work in the organization due to moral obligation (1) See figure (2).

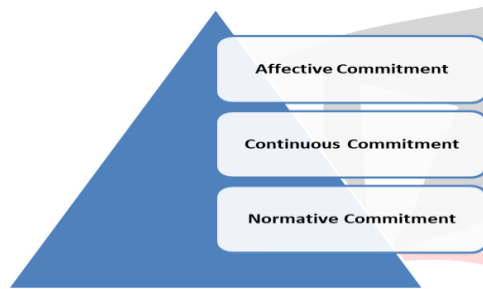


Figure 2: Levels of Organisational Commitment. Source (Compiled by Research)

Affective Commitment

The first dimension of organizational commitment is Affective commitment. According to Allen and Meyer (1996) affective commitment is the employee's emotional attachment and recognition and participation in the organization. Organizational members are strongly committed to the organization's continued work in the organization because they want (1). Members who commit themselves to a significant emotional level remain with the organization because they believe that their personal work relationship is consistent with the goals and values of the organization (44).

According to (45) it is a position or orientation towards the organization that binds the identity of the individual to the organization. Also, (46) known that affective dimension is the process in which the objectives of the organization and the goals of the individual are broadly similar. It is also a clear commitment to the direction of the organization and the role of the individual in relation to the goals and values and the organization of its own without regard to its original value (47).

(48) Noted that some employees have made a great effort in their work not because it is necessary but for the expected rewards and attributed this to the affective dimension of the organizational commitment. According to (1) represented the affective commitment is influenced by several factors such as career challenge, clarity of role, clarity of purpose, acceptance by management, fairness, participation, and subordination. The development of affective commitment

represented to identification with organization and clarity of internal values of the organization (44).

Continuous Commitment

The second dimension of the organizational commitment of Allen and Meyer model is continuous commitment. (1) are defined as awareness of the costs involved in leaving the Organization. (49) supported the definition of Allen and Meyer about the continuous commitment definition is as the profit associated with ongoing participation and the cost associated with leaving the organization. (1) Reminded that employees who are associated with their basic affiliations on an organization based on continuous commitment are still because they need to do so. The continuous commitment is considered to be clearly and fundamentally related to the organization as it aims to associate the employee with the organization to assess the economic benefits gained (44). There is a constant view of continuous commitment is that the structural condition is produced due to individual regulatory transactions and adjustments in investments over time (50) .

Normative Commitment

The last dimension is the normative commitment. The normative commitment is defined as a sense of commitment to continue to work as the internal normative beliefs make individuals bound by the sustainability of membership in the organization (1). In addition, the commitment of employees morally reflects the right to remain in the organization, regardless of the level of promotion of clarity or satisfaction (10). It is also seen that the commitment is to accentuate the internal normative pressures to act in a manner that meets organizational goals and interests.

The strength of the normative obligation is influenced by accepted principles of mutual commitment between the organization and its members (51). Mutual commitment depends on the theory of social exchange, which shows that a person who obtains a benefit subject to a strong normative rule compels him to pay off the benefit in some way (52). This moral obligation arises either through socialization within the community or organization and therefore employees feel obliged to pay the benefits of the organization to stay as part of the labor force (1).

Variable	Definition	Source
Organizational Commitment	Employees' strong desire to remain as a member of the organization, try hard to meet organizational expectations, uphold the values and objectives of the organization.	(Allen & Meyer, 1990)
Affective Commitment	The strong desire of the employees to continue working with the organization because they want to do so.	
Continuance Commitment	Employees' expectation to continue to work with or leave the organization based on profit or loss consideration.	
Normative Commitment	Remain working with organization due to unethical feeling of leaving the organization.	

Reviews on Work Ethics and Organisational Commitment

The broad organizational commitment in the organization creates a positive working environment that promotes social processes, organization of work, and ethical conduct in the organization (53). The organization is supposed to develop work ethics in order to control the behavior of employees, thus improving staff loyalty (54). The organizational commitment affects the job performance of employees in the workplace, which leads to the company's emphasis on the importance of creating basic principles that focus on commitment among employees (55). Organizations work ethically to exercise human resources management professionally, such as focusing on career interest and thus creating a policy that leads to organizational commitment among employees and to increase motivation of employees to achieve high performance (43).

Work ethics have a fundamental and strategic role in the organization because they produce organizational value in the work environment, loyalty and increase in profit (16). Some studies have shown the positive impact of work ethics based on religious values on organizational commitment and work ethics. Contribute to increased organizational commitment among staff. (50; 45; & 17). A study of 762 managers in Kuwait found that employee values affect their loyalty to the organization while expatriates have a greater regulatory commitment than

2.7 Research Framework

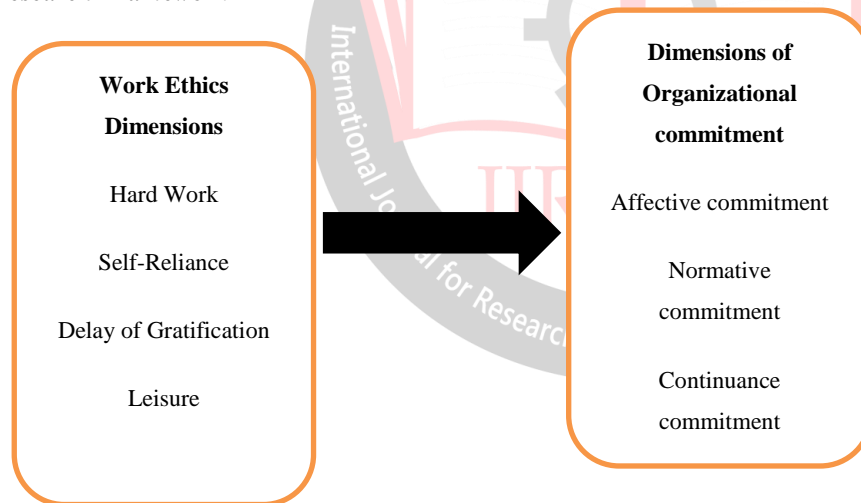


Figure 3: Relationship between Work Ethics and Organisational Commitment Source (Compiled by Research)

IV. RECERSH METHODOLOGY

Research Approach and Design

In this study it has relied on deductive and exploratory methods to understand the relationship between work ethics and organizational commitment in Omani organizations. First, the deductive method is suitable for the researcher because it can them to analyze the relationship between two elements (59). On the other hand, Exploratory method was used in this research because it allows the researcher to understand the relationship between work ethics and

Kuwaiti managers (16). Climate environmental principles have a positive impact on professional staff but have no impact on non-professionals (23). In addition, work ethics have no impact on the loyalty of employees in organizations in Turkey (17).

A study by (47) 204 furniture retailers in the United States has shown that justice is key to creating organizational commitment among employees. The most important current issues are the scarcity of work ethics between employees and managers, with the increasing number of organizations and situations of illegal, illegal or irresponsible business in the workplace. Focus the attention of managers and experts on ethical work ethics and management (22). Moral management is defined as defining values and prioritizing them in order to guide behaviors in the workplace. The Department of Ethical Issues works to develop ethical management programs that help the organization maintain its moral performance even in troublesome circumstances (56).

Therefore, work ethics not only improve efficiency and productivity within organizations but can also enhance staff organizational commitment (57). Applying appropriate ways are to increase organizational commitment among staff increases motivation, work ethic and productivity between individuals and the organization (58) .

organizational commitment, also it helps to understand and analyze the problem correctly (60).

Method and Source of Data Collection

Data collection for this study will be primary and secondary sources. According to (61) "primary sources are all original sources to provide appropriate information collected through the questionnaire." For this study the sample size was planned for 142 as sample size and questionnaires was designed to obtain empirical data to analysis the relationship between work ethics and organizational commitment. On the other hand, Secondary sources is Non-

primary information based on previous research that provided to researchers as it involves the collection of secondary data on documents related to knowledge and understanding of this relationship. This source is based on information collected through books, journal articles, magazines, or reports (62).

Statistical Tool

The SPSS program was used in this research study which is used to analyze primary data like regression and ANOVA by respondents or participants. First, Regression analysis is 'used when there are two or more variables in the scope of the research to understand the relationship between them' (63). Second, ANOVA test is a way of knowing if the results of the study or experience are important or need to be rejected or accepted (64).

Data analysis of Questionnaire Respondents

The survey data were collected by MHD employees and the total number of respondents was 142.

Demographic Profile

Experience

The table (3) shows the rate of experience of employees in MHD Company. The percentage of people with 4 to 6 years of experience was 35.9, which was the highest percentage of people with more than 6 years of experience, which was 16.9.

Table (3): Experience Frequency

Experience	Frequency	Percent
Less than 1 years	28	19.7
1 to 3 years	39	27.5
4 to 6 years	51	35.9
More than 6 years	24	16.9
Total	142	100.0

Department

The table (4) shows the numbers of respondents from different departments in the company. The number of respondents from other departments such as management, human resources, and translation was more responsive than among the different sections within the company, which represented 25.4%. The number of respondents in the projects department = 13.4 was less than the percentage of respondents of building materials where it was = 16.2.

Table (4): Departments Frequency

Departments	Frequency	Percent
Project department	19	13.4
Building Materials	23	16.2
Computers, Office Automation & Telecom	12	8.5
Electrical and Electronics Department	10	7.0
Marketing Engineering Products	17	12.0
Gases, Chemicals & Medical Equipment	11	7.7
Tyres & Batteries	9	6.3

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Project department	19	13.4
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Electrical and Electronics Department	10	7.0
Marketing Engineering Products	17	12.0
Gases, Chemicals & Medical Equipment	11	7.7
Automotive	5	3.5
Others	36	25.4
Total	142	100.0

Age

The following table (5) shows the level of age of the respondents in this research study. Where it shows that the age group between 31 to 40 years are more responsive among the different categories, where the percentage of this category = 39.4. MHD Company has fewer elderly people aged between 51 and 60 years, with the percentage of this category being 5.6.

Table (5): Age Frequency

Age (in years)	Frequency	Percent
21-30	43	30.3
31-40	56	39.4
41-50	35	24.6
51-60	8	5.6
Total	142	100.0

Education Level

Table (6) shows the level of education among respondents in MHD Company. The percentage of respondents from the high school was more responsive than other levels of education as it represents 42.3%. Where the company employs people who have a high school certificate where they are more likely to apply for employment.

Table (6): Educational Level Frequency

Educational Level	Frequency	Percent
High school	60	42.3
Diploma	44	31.0
Bachelor degree	22	15.5
Masters and above	16	11.3
Total	142	100.0

Gender

The table (7) shows the number of respondents of MHD Company for male and female employees with the percentages of them. It shows that respondents of the male are the highest response of the female, since the percentage of males is 52.1 and female percentage is 47.9.

Table (7): Gender Frequency

Gender	Frequency	Percent
Male	74	52.1
Female	68	47.9
Total	142	100.0

V. MAIN FINDINGS

Descriptive Statistics

To answer research question no 1 “What is the characteristic of work ethics found in MHD Company”, descriptive statistics was calculated for the variables related to work ethics and Table (8), provides summary of characteristics of work ethics found in MHD.

Table (8): Summary of Work Ethics Characteristic in MHD

Dimensions	Mean		Std. Deviation
	Statistic	Std. Error	Statistic
Morality	7.95	.18	2.25762
Centrality of work	9.47	.17	2.04798
Wasted Time	9.78	.20	2.41484
Self-reliance	11.03	.22	2.67484
Hard work	12.30	.26	3.17835
Delay of Gratification	14.34	.22	2.64185
Leisure	20.65	.39	4.70106
Overall Work ethics	85.54	.80	9.57062
N=142			

Table (8) shows the most important dimension of work ethics is leisure as the obtained mean value is (mean=20.65) is highest, followed by Delay of Gratification (were the mean value equals to 14.34) and hard work (mean = 12.30). From this it can be seen that these results similar are with research.

To answer research question no 2 “What is the level of organizational commitment among employees at MHD Company”, descriptive statistics was calculated for the variables related to organizational commitment and Table (9), provides summary of the level of organizational commitment found in MHD.

There are three level of organizational commitment among employees at MHD Company which are Normative commitment, Continuance commitment, and Affective commitment. All three dimensions equal 14 efficiently organizational commitment is good. The highest level of organizational commitment is Affective commitment because the mean value of both are almost equal to 15 (14.9155). Show the table (9). From this it can be seen that has similar research.

Table (9) Levels of Organizational Commitment

Dimensions	Mean		Std. Deviation
	Statistic	Std. Error	Statistic
Normative commitment	14.3239	.23789	2.83481
Continuance commitment	14.6901	.25209	3.00398
Affective commitment	14.9155	.24101	2.87196
Organizational Commitment	43.9296	.55563	6.62110
N=142			

ANOVA

ANOVA test is a way of knowing if the results of the study or experience are important or need to be rejected or accepted (Cuevas, 2004).

H1: Is there a difference in work ethics perception with respect to age and experience

To answer research question no 3 “what the impact of demographic characteristics on work ethics and organizational commitment”, deductive method and ANOVA analysis was conducted for the variables related to work ethics.

Table (10) ANOVA analysis of experience and work ethics

		Sum of Squares	df	Mean Square	F	Sig.
Leisure	Between Groups	197.643	3	65.881	3.115	.028
	Within Groups	2918.448	138	21.148		
	Total	3116.092	141			

Table (10) shows ANOVA analysis results, there is significant relationship between experience and leisure (sig value =.028).

Table (11) ANOVA Age and work ethics

		Sum of Squares	Df	Mean Square	F	Sig.
Centrality of work	Between Groups	36.999	3	12.333	3.070	.030
	Within Groups	554.389	138	4.017		
	Total	591.387	141			
Overall Work ethics	Between Groups	877.082	3	292.361	3.352	.021
	Within Groups	12038.073	138	87.232		
	Total	12915.155	141			

Table (11) shows that age with centrality of work has (sig value=.030) and there is significant relationship between overall work ethics with age (sig value=.021). So, there is a positive relationship between age and work ethics, which indicates that the employee age lead to increase the level of work.

VI. FINDINGS AND DISCUSSION

- ✓ Address objective -1 (To understand the nature of work ethics in MHD Company). Research question 1 was designed based on deductive method and descriptive was calculate and result indicate the leisure time has a greater value than the other dimensions of work ethics where the value obtained was (20.65) is highest, followed by Delay of Gratification were the mean value equals to (14.34) and hard work (mean = 12.30). This result indicates that leisure time is one of the most important dimensions focused on the

Manager of MHD Company where employees have less work and more leisure time means that they need more leisure time than work. (30) study results indicated that leisure time factor is the most positively related factor with AE (Academic Entitlement), similarly in the results of this indicated leisure time as important factor, but its positively associated with work ethics. As per (65) study, factors like hard work, delay of gratification, and self-reliance are not very much associated with AE. On other hand, this research results showed there is a link between hard work and work ethics. The differences in results may be due to different demographic factor between different countries.

- ✓ Address objective -2 (To explore the level of organizational commitment among employees working in MHD Company). Research question 2 was designed based on deductive method and descriptive was calculate and result indicate the affective commitment dimension is the highest level of organizational commitment in the MHD Company as it indicates that the affective commitment to employees in the company because of the ethics of work that are the same of their ethical beliefs. company cares about employees and that the company boasts of its employees and also have loyalty and pride Towards their company. Allen and Meyer (1990) study results indicated that the affective commitment in the legitimate bank is largely controls the emotional commitment. These results match other research studies.
- ✓ Address objective - 3 (To understand the extent of difference among respondents with regard to demographic factor) Research question 4 was designed based on ANOVA test was calculated and result indicated that there is impact of age with all dimensions of work ethics. (27) study results indicated that the integration of leisure in the job satisfaction of senior staff where the manager allowed providing a vacuum for the older employee time in order to enjoy non-work activities, it is possible to have greater satisfaction. But in this research study, not only leisure has a relationship with age, but all dimensions of work ethic have a meaningful relationship with age in order to increase the organisaional commitment of employees. These results not match with current studies.

(1) study results indicated that the level of experience of employees in their organizations on the ethics of work and pointed out that the main factor of the work ethic, which was greatly evaluated on the organization, which provides the employee with great leisure time at work. Also, Where the results of their study that the work ethics with leisure time as a key dimension has had a significant impact on the experiences of the employee and the commitment of the

organization (1, pg36). These results match with current studies.

VII. RECOMMENDATIONS

Work ethics is aimed not only at improving efficiency and productivity as it also works to strengthen organizational commitment within Omani companies (66). Therefore, organizational commitment is considered as one of the basic requirements within the organization since it has a great place in research studies. MHD managers must encourage the affective commitment that makes the individual willing to stay in the organization. (39) believes that a lack of concentration in the organizational commitment of staff may lead to significant costs associated with the return of staff, the training of new staff, and the activation of various control and guidance mechanisms. So, managers of MHD Company should try to focus on increasing the level of organizational commitment of their employees because it is one of the main factors affecting the development of the organization and its progress.

It is suggested that managers in Omani organizations or companies strengthen the organizational commitment of employees by assessing their efforts and taking into account their leisure. This research study can help MHD managers by focusing hard work more than leisure time because it will affect the work ethics and lead to achieving the company's goals and raise the level of performance and commitment of employees. In addition, this study suggests conducting further research to explore and understand the various factors associated with the work ethics and organizational commitment. A similar study should be conducted in Omani companies and the results of this study should also be interpreted carefully because the respondents are from one company only and they have little work experience.

VIII. CONCLUSION

The main objective of this study is to understanding the relationship between work ethics and employee's organizational commitment in Oman. The results of this study showed that all the hypotheses of the project were accepted. This means that there is a significant correlation between the work ethic (independent variable) and the organizational commitment (dependent variable) because this relationship was positive among MHD employees that lead to increase and develop organizational commitment. Management has a great impact on work ethics as it is considered as one of the fundamental elements that lead to successful performance in a competitive environment and lack of interest in it will lead to major problems for Omani companies. The scarcity of business ethics is one of the problems that arise between employees and managers in Omani companies through the increase in the number of

organizations and cases of illegal and irresponsible business in the work environment.

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