





Influence of working conditions on the commitment of indirect workers in a manufacturing company

Influencia de las condiciones laborales en el compromiso de los trabajadores indirectos en una empresa manufacturera

Escobar-Olguín, Héctor *^a, Cárdenas-González, Víctor^b and Benitez-López, Guillermo^c

^a  TecNM/ITS San Pedro •  0000-0002-9383-6901 •  482209

^b  Universidad Autónoma de Nuevo León •  0000-0003-4730-0281 •  708027

^c  TecNM/ITS of Naranjos •  AFL-019-2022 •  0000-0003-2006-9876 •  468967

Classification

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Key Actas

This research contributes to the advancement of science and technology by demonstrating that, within the manufacturing and textile sectors, job commitment is not determined by traditional demographic factors such as education level or gender, but rather by intrinsic working conditions specifically clarity of expectations, availability of materials, and development opportunities validating an explanatory model with a significant correlation of $R = .702$. To generate universal knowledge, it is essential to understand that intrinsic motivation and organizational support serve as the primary drivers of performance, where practical experience and technical skills are prioritized over formal academic training in operational roles. The main conclusions emphasize that job commitment is inherently linked to the employment situation and the teamwork environment, with production areas reporting higher levels of organizational identity. Regarding the authors, one holds a PRODEP grant [folio AFL-019-2022], and all three maintain active SECIHTI profiles, with additional external funding from sources such as Foncyt. The investigators represent a State Public Institution [Universidad Autónoma de Nuevo León] and two Technological Universities [ITS San Pedro and ITS Naranjos], having generated an increasing record of citations over the past year in databases like Google Scholar and ResearchGate. Finally, the most frequently used keywords are: Working conditions, Work engagement, Indirect workers, Manufacturing company, and Work development.

Area: Promotion of frontier research and basic science in all fields of knowledge.

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* ✉ [\[hector.escobar@tecsanpedro.edu.mx\]](mailto:hector.escobar@tecsanpedro.edu.mx)

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Abstract

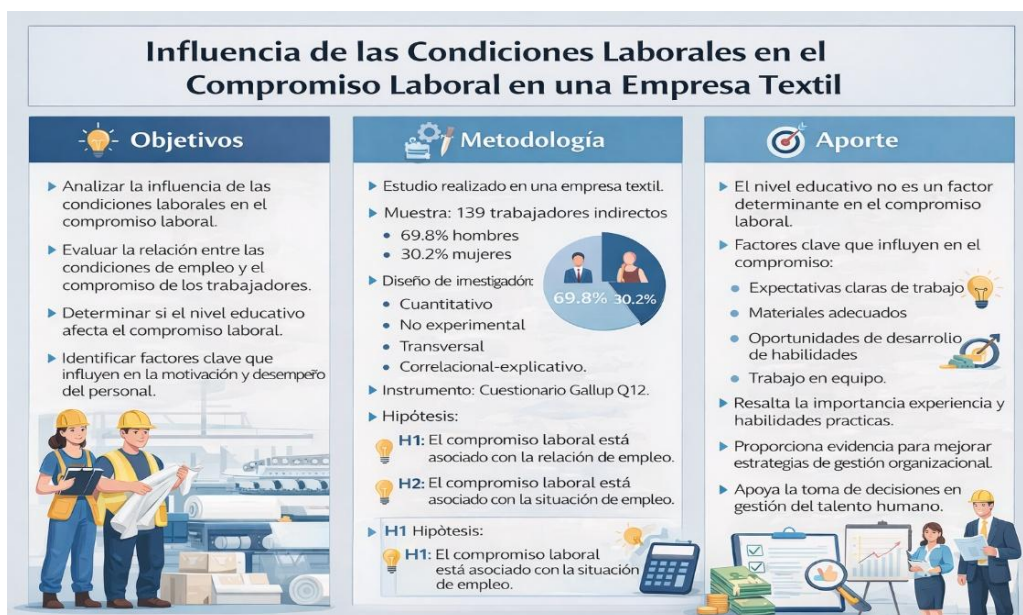
This study was conducted in a textile company. A total of 139 indirect workers participated: 69.8% [men] and 30.2% [women]. The objective was to analyze the influence of working conditions on the job commitment of indirect workers in a manufacturing company. The research used a quantitative, non-experimental, cross-sectional design with a correlational-explanatory scope. Data were collected using the Gallup Q12 questionnaire. Two hypotheses were proposed: H1, job commitment among indirect workers is associated with the employment relationship; and H2, job commitment is associated with the employment situation. The results indicate that educational level is not a determining factor in job commitment, but rather: clarity of job expectations, availability of adequate materials, opportunities for individual skill development, and teamwork. It is suggested that the organization values experience and practical skills more highly.



Working conditions; Work engagement; Indirect workers; Manufacturing company; Work development

Resumen

Este estudio se llevó a cabo en una empresa textil. Participaron 139 trabajadores indirectos: 69,8 % [hombres] y 30,2 % [mujeres]. El objetivo fue analizar la influencia de las condiciones de trabajo en el compromiso laboral de los trabajadores indirectos en una empresa manufacturera. La investigación usó un diseño cuantitativo, no experimental y transversal, con alcance correlacional-explicativo. Los datos se recopilieron mediante el cuestionario Gallup Q12. Se propusieron dos hipótesis: H1, el compromiso laboral entre los trabajadores indirectos está asociado con la relación laboral; y H2, el compromiso laboral está asociado con la situación laboral. Los resultados indican que el nivel educativo no es un factor determinante en el compromiso laboral, pero sí: la claridad en las expectativas laborales, la disponibilidad de materiales adecuados, las oportunidades para el desarrollo de habilidades individuales y el trabajo en equipo. Se sugiere que la organización valora más la experiencia y las habilidades prácticas.



Condiciones laborales; Compromiso laboral; Trabajadores indirectos; Empresa manufacturera; Desarrollo laboral

Introduction

Since the late twentieth century, job commitment has been recognized as a central construct in organizational psychology and human resource management, due to its close relationship with employee well-being and organizational performance. In a context characterized by rapid changes in labor markets, increased competitiveness, and transformations in work organization, job commitment has become a strategic resource for organizations seeking sustainability, productivity, and stability in their human capital. From a historical perspective, early studies on commitment focused on the individual–organization relationship, highlighting dimensions such as identification, belonging, and organizational permanence [Wiener, 1982; Meyer, Allen, & Smith, 1993].

With the development of positive organizational psychology, the concept evolved toward a broader understanding of job commitment as a positive psychological state characterized by vigor, dedication, and absorption at work [Schaufeli et al., 2002]. This approach made it possible to recognize that committed employees not only fulfill their job responsibilities but also invest physical, emotional, and cognitive energy in their work activities, demonstrating greater initiative, persistence, and intrinsic motivation [Crant, 2000; Rich, LePine, & Crawford, 2010]. Numerous studies have shown that job commitment is significantly associated with job satisfaction, performance, occupational health, and work quality, as well as with reduced burnout and employee turnover [Tisu et al., 2020; Talebzadeh & Karatepe, 2019].

In the current Latin American context, and particularly in Mexico, organizations face significant challenges related to job stability, employee turnover, and workers' overall well-being. High unemployment rates and increasing labor mobility have highlighted the need to strengthen working conditions that foster commitment and organizational retention [Molero et al., 2021]. Recent research indicates that factors such as clarity of job expectations, availability of resources, social support, internal communication, and development opportunities have a direct influence on employee commitment [Kang & Sung, 2017; Young et al., 2018]. However, most of these studies have focused on direct employees or service-sector workers, leaving indirect workers; especially in the manufacturing sector relatively underrepresented in the literature.

Indirect workers, such as maintenance, quality control, shipping, and general services personnel, play a fundamental role in the functioning of manufacturing organizations. Nevertheless, they have received limited attention in specialized research, despite their contribution to organizational performance. Analyzing job commitment within this group is particularly relevant, as their working conditions, development opportunities, and recognition may differ from those of direct workers, thereby influencing their levels of commitment and motivation in distinct ways.

In this context, the objective of the present study is to analyze the influence of working conditions on the job commitment of indirect workers in a manufacturing company, considering aspects related to the work environment, resource availability, clarity of expectations, and development opportunities.

This study seeks to provide empirical evidence that contributes to the understanding of job commitment in productive contexts and to serve as a foundation for the design of organizational strategies aimed at strengthening the well-being and performance of indirect workers. Here is the translation of your text, using formal academic English and terminology standard in organizational psychology and management journals.

Since the late 20th century, job commitment has been recognized as a pivotal construct in organizational psychology and human resource management, given its robust correlation with employee well-being and organizational performance. Within a landscape characterized by volatile labor markets and heightened competitiveness, commitment has emerged as a strategic asset for organizational sustainability and productivity. From a historical perspective, foundational studies focused on the individual-organization relationship, emphasizing dimensions such as identification and tenure [Wiener, 1982; Meyer et al., 1993].

Contemporary research reinforces this premise, identifying organizational commitment as a critical determinant with a direct impact on individual performance, particularly in high-demand industrial sectors [Zulkarnain & Madiistryatno, 2026].

With the advent of positive organizational psychology, the concept transitioned toward a psychological state defined by vigor, dedication, and absorption [Schaufeli et al., 2002]. It is now widely accepted that committed employees invest significant physical and cognitive energy, manifesting higher levels of initiative and intrinsic motivation [Crant, 2000; Rich et al., 2010]. This commitment does not emerge in isolation; rather, it functions as a vital mediator between exogenous factors such as transformational leadership and the work environment and the performance of modern workforces, including Generation Z [Aryanti et al., 2026]. Furthermore, empirical evidence suggests that job satisfaction and Leader-Member Exchange [LMX] are essential precursors that link commitment to innovative behavior and organizational sustainability [Lestariningsih et al., 2026].

In the Latin American context, and specifically in Mexico, organizations face significant challenges regarding stability and turnover. Current literature suggests that job insecurity can erode pro-environmental and prosocial behaviors unless robust prosocial motivations are present to maintain the employee's bond with the organization [Kim et al., 2026]. Factors such as role clarity and social support directly influence this bond [Kang & Sung, 2017]. However, for indirect workers, behavioral loyalty may be strongly tied to indirect compensation and personal satisfaction, both of which serve as primary drivers of attitudinal loyalty toward the position [Wichianrat et al., 2026].

Indirect workers including maintenance, quality control, and logistics personnel play a fundamental role in manufacturing; yet, they have received disproportionately little attention in specialized research. Analyzing their commitment is critical, as their conditions for professional development and recognition often differ from those of direct production staff.

Consequently, the objective of this study is to analyze the influence of working conditions on the job commitment of indirect workers within a manufacturing firm. This research seeks to provide empirical evidence that enhances the understanding of commitment in productive environments and serves as a framework for organizational strategies aimed at strengthening the well-being and performance of this strategic human capital.

Methodology

The present study was conducted using a quantitative approach with a correlational-explanatory scope and a non-experimental, cross-sectional design. This methodology was selected because it allows for the observation of the variables, working conditions and job commitment. in their natural context, without deliberate manipulation, thereby facilitating the analysis of their influence and relationship at a specific point in time.

Population and Sample

The study focused on indirect workers at a textile manufacturing company located in San Pedro, Coahuila, Mexico. The population consisted of personnel from support areas such as maintenance, shipping, quality control, and production, as well as other general services. A sample of 139 employees was used [69.8% men and 30.2% women], selected through non-probabilistic convenience sampling. This sampling method was justified by the availability and willingness of participants at the time of data collection.

Data Collection Techniques and Instruments

The data collection technique employed in this study was a survey. Specifically, the Gallup Q12 questionnaire was used, an instrument widely validated at the international level for measuring job commitment. This instrument was complemented with a section on sociodemographic variables to characterize the sample [gender, age, tenure, educational level, and work area]. The reliability of the instrument was confirmed using Cronbach's alpha coefficient, obtaining values of .724 for the employment situation scale and .817 for the job development scale, indicating acceptable to high internal consistency.

Data Procedure and Analysis

Data collection was conducted on a voluntary and anonymous basis, ensuring confidentiality and informed consent for each participant. For data processing, specialized statistical software was used, applying the following techniques:

Descriptive statistics: To analyze sociodemographic characteristics and the distribution of responses by area.

Normality tests: The Kolmogorov Smirnov test was applied to determine the extent to which the data fit a normal [Gaussian] distribution and to inform the use of parametric tests.

Inferential statistics: Analysis of Variance [ANOVA] and a Linear Regression model were performed to evaluate the impact of employment conditions on job development.

Justification and Contribution to the Central Problem

The selection of these techniques and instruments addresses the need to quantify subjective factors, such as commitment and well-being, within a productive environment. The analysis focused on key dimensions, including clarity of expectations, resource availability, and teamwork, as the study aimed to determine whether these conditions directly influence the retention and vigor of indirect employees. The fundamental contribution of this methodological design is the provision of empirical evidence to support organizational decision-making aimed at reducing turnover and enhancing productivity by strengthening personnel commitment.

Results

The foundation of this research is centered on the analysis of job commitment [work engagement] among indirect workers in a textile manufacturing company located in San Pedro, Coahuila.

This object of study is particularly relevant, as personnel in support areas such as maintenance, quality control, and shipping constitute the operational backbone that sustains organizational continuity, although their working conditions often differ from those of direct production staff. The phenomenon examined seeks to determine how the perception of situational and relational factors directly influences employees' psychological and operational connection with the organization.

The findings of this study reveal a decisive trend: in this context, job commitment is not contingent upon educational level, but rather on the quality of everyday work experience. Notable aspects such as opportunities for individual skill development [72.6%] and clarity of job expectations [69.8%] emerge as the primary drivers of employees' sense of belonging. The interpretation of these data indicates convergence with contemporary talent management literature, which suggests that in highly demanding industrial environments, autonomy and technical mastery are more robust predictors of commitment than traditional academic incentives.

While previous research in the manufacturing sector has tended to prioritize financial compensation as a retention factor, the results obtained in this study show that teamwork [64%] and the provision of adequate materials [63.3%] constitute the pillars supporting the satisfaction and vigor of indirect workers. This coherent line of reasoning provides a foundation for the central proposition of this chapter: strengthening job commitment must be addressed through the reengineering of operational conditions and the effective communication of organizational goals, ensuring that support staff perceive themselves as key actors within the value chain. This, in turn, positively influences the reduction of employee turnover and the enhancement of overall productivity.

Box 1		
Table 1		
Sex		
	N	Porcentage
Male	95	70.4%
Female	40	29.6%

Source: Own elaboration.

The table shows the gender distribution of the surveyed indirect workers. It is observed that the majority are men [70.4%], while women represent 29.6% of the sample. The workforce exhibits a predominantly male composition, particularly in operational and support areas such as production, maintenance, and quality control.

Furthermore, this male predominance may be associated with the physical nature of work in certain areas, which is consistent with the discussion presented in this chapter, where job development appears to be more concentrated among male personnel due to the type of activities performed.

Box 2

Table 2

Distribution by Age

N	Percentage
17	12.6%
32	23.7%
19	14.1%
23	17.0%
21	15.6%
16	11.9%
7	5.2%

Source: Own elaboration.

This distribution suggests that the company has a stable workforce in a productive stage, with sufficient experience for skill development and long-term organizational retention. The presence of a substantial group of young adults reinforces this perspective, as these workers have already mastered operational tasks and maintain high levels of energy and vigor, which are directly associated with job commitment.

Box 3

Table 3

Distribution by Antique

	N	Percentage
less than one year old	10	7.4%
1-5 years	61	45.2%
6-10 years	60	44.4%
11-15 years	3	2.2%
16-20 years	1	0.7%

Source: Own elaboration

The tenure table shows that the majority of employees have between 1 and 10 years of service in the company, which indicates workforce stability and a level of retention that contributes to strengthening job commitment. These results are consistent with the discussion presented in this chapter, which highlights that experience acquired over time positively influences job development and employee motivation.

Box 4

Table 4

Origin

	N	Percentage
Urban	74	54.8%
Rural	63	45.2%
Total	137	100.0

Source: Own elaboration

The place-of-origin table shows that 54.8% of the workers come from urban areas, while 45.2% are from rural areas. This distribution indicates that the company has a workforce that is diverse in terms of origin, although slightly more concentrated in urban zones. This finding is consistent with the context discussed in this chapter, which highlights that the manufacturing company attracts labor from both nearby communities and the urban area of San Pedro, Coahuila. This dynamic foster the availability of personnel with diverse experiences and work-related needs.

Box 5**Table 5**

Work Area		
	N	Percentage
Supplier	14	10.4%
Quality	22	16.3%
Cutting	4	3.0%
Development	6	4.4%
Shipping	6	4.4%
Engineering	2	1.5%
Instructor	8	5.9%
Maintenance	20	14.8%
Offices	14	10.4%
Planning	3	2.2%
Production	34	25.2%
Industrial safety	2	1.5%

Source: Own elaboration

The work area table shows that the highest concentration of employees is found in production [25.2%], followed by quality control [16.3%] and maintenance [14.8%]. This indicates that operational areas constitute the core of the company. The distribution confirms that productive functions require a larger workforce, which also explains the predominance of employees with practical experience and strong operational commitment.

Box 6**Table 6.**

Employment		
	N	Percentage
None	95	70.4%
1	19	14.1%
2	12	8.9%
3	6	4.4%
4	3	2.2%

Source: Own elaboration

The table indicates that 70.4% of the workers have not held another job in the past five years, reflecting a high level of job stability within the company. Only a minority have changed jobs during this period. This finding is directly related to the retention and continuity discussed in this chapter, suggesting that most employees maintain stable career trajectories, a factor that fosters job commitment and organizational identification.

Box 7**Table 7**

Schooling		
	N	Percentage
Elementary school	11	8.1%
Middle school	51	37.8%
High school	40	29.6%
University	33	24.4%

Source: Own elaboration

The educational level table shows that the majority of workers have completed secondary education [37.8%] and high school [29.6%], while 24.4% hold university or engineering degrees. Academic level is not a determining factor of job commitment within the company, as most operational positions require practical experience rather than formal professional training. This reinforces the notion that the company values skills acquired through work experience rather than academic credentials alone.

Box 8**Table 8**

Regression Model Summary

Model	R	R cuadrado	R cuadrado ajustado	Error estándar de la estimación	Cambio en R cuadrado	Cambio en F	gl1	gl2	Sig. Cambio en F	Durbin-Watson
1	.702	.493	.489	2.21965	.493	129.182	1	133	<.001	1.776

a. Predictors: [Constant], X1_Working_situation

b. Dependent Variable: Y1_Work_Development

The regression model shows that employment conditions explain 49.3% of job development [$R^2 = .493$], indicating a moderate-to-high relationship between the two variables. The R value [.702] confirms a substantial positive correlation, while the model's significance is highly relevant [$p < .001$], demonstrating that employment conditions have a statistically significant effect on job development. The Durbin–Watson statistic [1.776] suggests adequate independence of residuals, indicating that the model is stable and reliable. These results support the hypothesis proposed in the study, indicating that better working conditions are associated with higher levels of job development within the company.

Box 9**Table 9**

Analysis of Variance [ANOVA]

Model		Suma de cuadrados	gl	Media cuadrática	F	Sig.
1	Regression	636.461	1	636.461	129.182	<.001 ^b
	Residual	655.272	133	4.927		
	Total Sum of Squares.	1291.733	134			

a. Predictors: [Constant], X1_Working_situation

b. Dependent Variable: Y1_Work_Development

The table presents the Analysis of Variance [ANOVA] for normality assessment. The highly significant result [$p < .05$] indicates that at least one of the variables supports the research hypothesis.

Additionally, regarding the population sample, the value of $n - 1$ equals $134 - 1$ in relation to the comparison of means.

Box 10**Table 10.**

Variable Dependiente: Y1 Desarrollo Laboral

Model	Coeficientes estandarizados	Coeficientes estandarizados		t	Sig.	95.0% intervalo de confianza para B		Correlaciones			Estadísticas de colinealidad		
		Desv. Error	Beta			Límite inferior	Límite superior	Orden cero	parcial	Parte	Tolerancia	VI F	
1	[Constante]	6.015	.809	7.431	<.001	4.414	7.616						
	X1_Situacion_Laboral	2.362	.208	11.366	<.001	1.951	2.773	.702	.702	.702	1.000	1.000	1.000

a. variable dependiente: Y1_Desarrollo_Laboral

Source: Own elaboration

Box 11

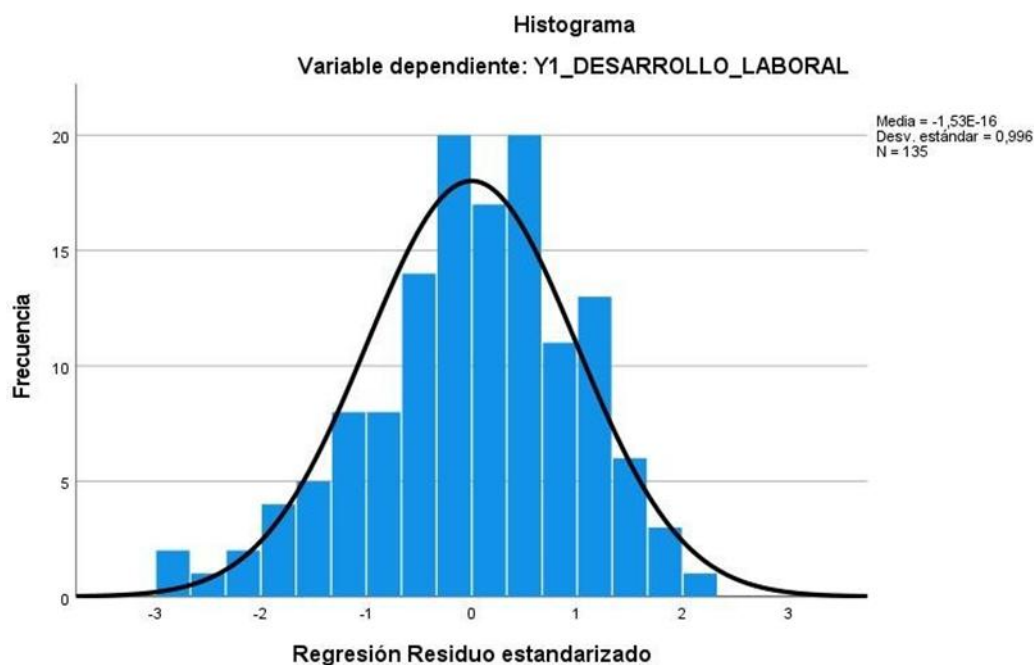


Figure 1

Assumption of normality

Source: Own elaboration

The histogram illustrates the normal distribution of the data, showing their adjustment to the Gaussian curve. The distribution is observed to be mesokurtic and symmetrically centered around the mean.

Box 12

Table 11

Prueba Kolmogorov-Smirnov de la variable: situación laboral

X1 Situación Laboral		Y1 Desarrollo Laboral	
N		135	135
Parámetros normales	Media	3.7852	14.9556
		.92269	3.10480
		.047	.098
Máximas diferencias extremas	Absoluta	.041	.052
	Positivo	-.047	-.098
	Negativo	.047	.098
Estadístico de prueba		.200 ^d	.003
Sig. [bilateral]^c	Asin.	.673	.003
Sig. Monte Carlo [bilateral]^a	Sig.	Limite inferior	.661
	Intervalo de confianza al 99%	Limite superior	.685
			.003
			.005

a. La distribución de prueba es normal

b. Se calcula a partir de datos

c. Corrección de significación de Lilliefors

d. Esto es un limite inferior de la significación verdadera

e. El método de Lilliefors basado en las muestras 10000 Monte Carlos con la semilla de inicio 1314643744

The Kolmogorov–Smirnov test indicates that the employment conditions variable follows a normal distribution, as its significance value is .200, which exceeds the .05 threshold. This confirms that the data adequately meets the assumption of normality, allowing for the use of parametric statistical techniques in the analysis. In contrast, the job development variable shows a significance value of .003, below .05, suggesting a non-normal distribution. However, due to the sample size [$n = 135$], this deviation does not compromise the validity of the model, as parametric methods remain robust in large samples.

Box 13

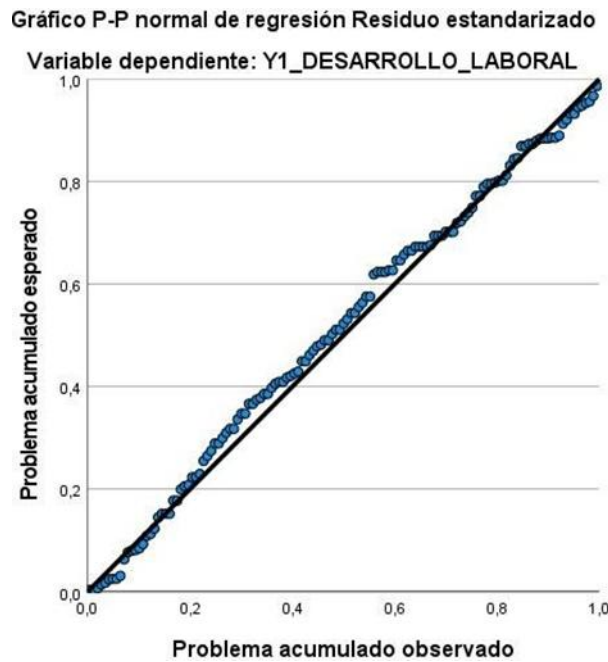


Figure 2

Regresión Residuo Estandarizado: Variable dependiente Y1 Desarrollo Laboral

Source: Own elaboration

The normal P–P plot of the standardized regression residuals shows that the assumption of linearity is satisfied, as the observations are distributed around the mean of their responses.

This indicates a strong fit between the independent variable [on the X-axis] and the dependent variable [on the Y-axis] along the regression estimation line in the model.

Box 14

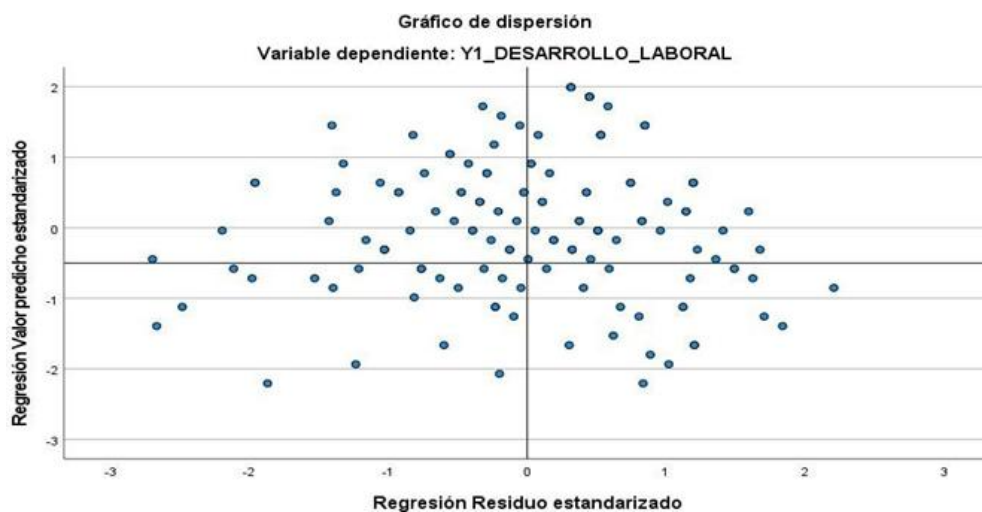


Figure 3

Gráfico de dispersión: Variable Dependiente Y1: Desarrollo Laboral

Source: Own elaboration

The scatter plot shows the relationship between the standardized residuals and the standardized predicted values of the model, revealing a random distribution of points around the horizontal axis. This patternless dispersion indicates that the assumption of homoscedasticity is satisfied, meaning that the variance of the errors remains constant across the predicted values. Furthermore, the absence of defined shapes or anomalous clusters suggests that the regression model is appropriate and that the residuals do not exhibit problems of autocorrelation or systematic trends, thereby supporting the validity of the analysis conducted.

Box 15**Table 12**

Estadística de fiabilidad

Alfa de Cronbach	Alfa de Cronbach basada en elementos estandarizados	N de elementos
.724	.745	6

Source: Own elaboration

The obtained Cronbach's alpha coefficient [.724] indicates that the set of items demonstrates acceptable internal consistency. This suggests that the assessed questions measure the corresponding dimension coherently, thereby supporting the reliability of the instrument used to analyze employees' working conditions.

Box 16**Table 13**

Item Statistics

	Media	Desviación estándar	N
OP RESOURCES	3.44	1.063	135
MISSION JOB IMPORTANCE	3.59	1.181	135
COWORKERS COMMITTED TO QUALITY	3.87	.983	135
BEST FRIEND AT WORK	3.51	1.554	135
PROGRESS DISCUSSIONS	2.73	1.368	135
OPPORTUNITIES TO LEARN AND GROW	3.51	1.371	135

Source: Own elaboration

The table illustrates that employees possess a clear understanding of their role expectations and perceive opportunities to apply their professional skills, as evidenced by these items yielding the highest mean scores. Furthermore, participants indicate that they are provided with the necessary work materials. Conversely, recognition received and the promotion of professional development registered the lowest scores, suggesting that these specific dimensions necessitate greater organizational attention and strategic intervention.

Conclusions

The research concludes that job commitment in the textile manufacturing industry is primarily determined by intrinsic motivation factors and organizational support, outweighing sociodemographic variables. Evidence suggests that education level [predominantly secondary education] and gender [majority male] do not limit staff engagement; conversely, factory operations prioritize practical experience and operational clarity. The pillars of commitment in this context are opportunities for individual development and clarity of expectations; factors that act as catalysts for dedication and mitigate perceived stress. These findings validate the thesis that an environment providing necessary materials and fostering teamwork generates satisfaction that transcends technical performance, thereby strengthening collective labor development.

Furthermore, the study identifies that the production area not only concentrates the highest worker density but also exhibits the highest levels of commitment, reaffirming the direct relationship between operational motivation and organizational efficiency. However, it is imperative to acknowledge that these results are limited to a population with a specific educational and gender profile, which restricts the generalizability of the conclusions to other sectors with less operational structures. Despite these limitations, the research objectively confirms that strengthening the relationship between the individual and their job through stimuli and rewards is a critical strategy. In synthesis, organizational success depends on a management model that ensures an environment conducive to personal growth and mutual support among collaborators.

Based on the results obtained, this research concludes that job commitment in the manufacturing sector does not depend on traditional demographic factors, such as education level or gender, but is deeply rooted in the perception of autonomy and collaborative support. It was demonstrated that when workers perceive they can apply their best skills daily and have the support of a committed team, their bond with the organization is significantly strengthened. These findings suggest that talent management must transcend economic incentives to focus on job designs that promote self-actualization.

The evidence collected allows for the assertion that intrinsic motivation acts as the driver of organizational commitment. While classical literature [Medellín, 2010; García & González, 2018] emphasizes the stimulus-response relationship, this study confirms that in production environments, clarity in expectations and the availability of technical resources are the true catalysts for efficiency. Therefore, the success of the manufacturing company depends on maintaining an environment that not only demands productivity but also provides the tools and the climate of mutual respect necessary to achieve it.

Limitations of the Research

It is necessary to acknowledge the limitations of this study. Firstly, the research focused on a single manufacturing company with a male predominance, which could limit the generalizability of the results to other industrial sectors or companies with greater gender diversity. Secondly, as a cross-sectional study, the data reflects the perception of commitment at a specific point in time, without considering possible seasonal or economic variations that might affect labor stability. Future research could benefit from a longitudinal approach or the inclusion of multiple production centers to validate the consistency of these patterns.

Declarations

Conflict of interest

The authors declare that they have no conflict of interest. They have no known competing financial interests or personal relationships that could have appeared to influence the article reported in this article.

Author contribution

Héctor Escobar participated in the conceptualization of the study, the methodological design, the statistical analysis of the data, and the interpretation of the results. Víctor Cárdenas contributed to the literature review, the construction of the theoretical framework, and the drafting of the manuscript. Guillermo Benítez collaborated on data collection, the validation of the research instrument, and the critical review of the final content. All authors read and approved the final version of the manuscript.

Availability of data and materials

If you have any questions about the study, you can ask them at any time by contacting the following email address: hector.escobar@tecsanpedro.edu.mx

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