

The Mediating Role of Work Motivation in the Relationship Between Work Ethics, Workload, and Work Commitment among Service Company Employees in KLANG Valley, Malaysia

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Abstract

This study explores the mediating role of work motivation in the relationships between work ethics, workload, and work commitment among employees in service companies in Klang Valley, Malaysia. Utilizing a cross-sectional survey of 382 employees from various courier service companies, the research employs established instruments to measure the constructs. The results indicate that work ethics and workload are significant predictors of work commitment, with work motivation serving as a crucial mediator. Employees with strong work ethics and manageable workloads are more likely to be motivated and committed to their organizations. This highlights the importance of fostering ethical work environments, balancing workloads, and enhancing employee motivation to improve organizational commitment. Practical strategies suggested include implementing ethical training programs, managing workloads effectively, and providing intrinsic and extrinsic motivational incentives. In conclusion, the study provides empirical evidence on the mediating role of work motivation in the relationships between work ethics, workload, and work commitment. By understanding these dynamics, organizations can develop targeted strategies to foster a committed and motivated workforce, ultimately improving organizational performance and sustainability. These findings offer valuable insights for both academics and practitioners in employee engagement and organizational development.

Keywords: Work Ethics, Workload, Work Motivation, Work Commitment, Mediation

Introduction

The competitive landscape of modern businesses necessitates a profound understanding of the factors that influence employee commitment. Organizational commitment, defined as the psychological attachment and loyalty of employees to their organization, is essential for maintaining a competitive edge and ensuring long-term success (Farukh, Kalimuthu, Farukh, & Khan, 2020). Given its importance, it becomes crucial to explore the underlying factors that contribute to high levels of work commitment among employees, particularly in service companies where employee performance directly impacts customer satisfaction and business outcomes.

Work ethics, workload, and work motivation are three critical factors that play significant roles in shaping employee commitment. Work ethics encompass principles such as diligence, integrity, and responsibility, which are integral to employee behavior and attitudes towards their work. Studies have consistently shown that employees with strong work ethics are more likely to exhibit higher levels of organizational commitment (Komari & Djafar, 2013; Al Halbusi, Williams, et al., 2021; Qing, Asif, Hussain, & Jameel, 2020). Ethical work environments foster positive employee attitudes, reduce turnover intentions, and enhance overall job satisfaction, making work ethics a vital component of organizational success.

Workload, defined as the amount of work assigned to an employee within a specific timeframe, can significantly impact their work commitment. While a moderate workload can enhance employee performance and job satisfaction, excessive workload often leads to burnout, stress, and decreased commitment (Bruggen, 2015). Research by Jacobs and Dodd (2003) and Ekmekci, Xhako, and Camgoz (2021) found that employees who perceive their workload as fair and manageable are more likely to be committed to their organization. Conversely, high workloads can negatively affect organizational commitment by increasing job stress and reducing job satisfaction (Ireland et al., 2022).

Work motivation, the driving force behind an employee's willingness to exert effort and perform well, is a critical factor in enhancing work commitment. According to the Self-Determination Theory (SDT), motivation can be intrinsic (driven by internal satisfaction) or extrinsic (driven by external rewards) (Gagné et al., 2015). Studies have shown that motivated employees are more likely to be committed to their organization. For instance, research by Hossein (2017) demonstrated a significant positive relationship between work motivation and organizational commitment among educators. This study aims to explore the mediating role of work motivation in the relationships between work ethics, workload, and work commitment.

The interaction between work ethics, workload, and work motivation is complex and multifaceted. Employees with strong work ethics may be more resilient to high workloads, maintaining their motivation and commitment despite challenges. Conversely, high workloads can undermine motivation, especially if perceived as unfair or excessive. This dynamic underscores the need for organizations to balance workloads and promote ethical work environments to sustain employee motivation and commitment. Previous research highlights that ethical work environments and balanced workloads are crucial for maintaining high levels of employee motivation and commitment (Harmen, Amanah, & Harap, 2020; Bruggen, 2015; Girdwichai, Sriviboon, 2020).

In the context of service companies in Klang Valley, Malaysia, understanding these dynamics is particularly important. The service sector, characterized by high customer interaction and rapid response requirements, places unique demands on employees. Ensuring that employees are motivated and committed is vital for delivering high-quality service and achieving customer satisfaction. This study aims to provide empirical evidence on the relationships between work ethics, workload, work motivation, and work commitment among service company employees in this region, offering insights for both academics and practitioners.

This research fills a gap in the literature by examining the mediating role of work motivation in the relationships between work ethics, workload, and work commitment specifically within the service industry in Klang Valley, Malaysia. By employing path analysis and mediation testing, this study seeks to identify practical strategies for enhancing employee commitment through ethical work practices, balanced workloads, and effective motivational interventions. The findings are expected to contribute to the development of targeted human resource practices that foster a committed and motivated workforce, ultimately enhancing organizational performance and sustainability.

Work Ethics and Work Commitment

Work ethics, encompassing principles such as diligence, integrity, and responsibility, significantly influence employee behavior and attitudes towards their work. Employees who exhibit strong work ethics are often more committed to their organizations. Komari and Djafar (2013) argue that work ethics are crucial for fostering organizational commitment, as they create a sense of responsibility and loyalty among employees. Ethical work environments promote positive employee attitudes, reduce turnover intentions, and enhance overall job satisfaction. Yousef (2017) found that employees who perceive their work environment as ethical are more likely to be committed to their organization. This relationship highlights the importance of fostering a culture of ethics within organizations to enhance employee commitment.

Further research supports the notion that ethical congruence between an employee's values and those of the organization can lead to higher levels of organizational commitment. Ruiz-Palomino and Martinez-Cañas (2014) demonstrated that ethical dissonance, or the lack of alignment between personal and organizational ethics, is a significant predictor of reduced organizational commitment. This underscores the need for companies to ensure ethical congruence within the workplace. Additionally, ethical work environments contribute to a reduction in negative workplace behaviors such as absenteeism and turnover intentions (Beeri et al., 2013), further solidifying the role of work ethics in fostering a committed workforce.

Moreover, ethical work climates are associated with enhanced job satisfaction and organizational citizenship behaviors, which are key indicators of employee commitment. Mitonga-Monga (2018) found that employees in transport sector organizations who perceived their work environment as ethically sound exhibited higher levels of job satisfaction and organizational commitment. This suggests that fostering an ethical work environment is not only beneficial for enhancing commitment but also for improving overall job satisfaction and employee performance.

Workload and Work Commitment

Workload, defined as the amount of work assigned to an employee within a specific timeframe, can significantly impact their work commitment. Research indicates that while a moderate workload can enhance employee performance and job satisfaction, excessive workloads often lead to burnout, stress, and decreased commitment (Bruggen, 2015). Jacobs and Dodd (2003) found that employees who perceive their workload as fair and manageable are more likely to be committed to their organization. Conversely, high workloads can negatively affect organizational commitment by increasing job stress and reducing job satisfaction (Ireland et al., 2022). These findings underscore the need for organizations to balance workloads effectively to maintain high levels of employee commitment.

Excessive workload has been linked to various negative outcomes, including job burnout and reduced organizational commitment. Ireland et al. (2022) highlighted that emotional exhaustion resulting from high workloads can decrease organizational commitment. The study suggested that employees experiencing high workloads are likely to feel overwhelmed and stressed, which diminishes their commitment to the organization. This relationship underscores the importance of workload management strategies to mitigate the adverse effects of high workloads on employee commitment.

Moreover, the perception of workload fairness plays a crucial role in determining its impact on organizational commitment. According to Kujipers, Kooij, and van Woerkom (2020), employees are more likely to remain committed to their organization if they perceive their workload as equitable and aligned with their skills and abilities. This highlights the importance of effective workload distribution and management practices in fostering organizational commitment. Organizations must ensure that workloads are balanced and perceived as fair to maintain high levels of employee commitment and performance.

Work Motivation and Work Commitment

Work motivation, the driving force behind an employee's willingness to exert effort and perform well, is a critical factor in enhancing work commitment. According to the Self-Determination Theory (SDT), motivation can be intrinsic (driven by internal satisfaction) or extrinsic (driven by external rewards) (Gagné et al., 2015). Research has shown that motivated employees are more likely to be committed to their organization. For instance, Hossein (2017) demonstrated a significant positive relationship between work motivation and organizational commitment among educators. This suggests that enhancing employee motivation, whether through intrinsic or extrinsic means, is essential for fostering greater organizational commitment.

Intrinsic motivation, which arises from an employee's internal desire to perform a task well, is particularly influential in promoting work commitment. Deci and Ryan (2000) posited that intrinsic motivation is driven by the satisfaction of basic psychological needs such as autonomy, competence, and relatedness. When these needs are met, employees are more likely to experience higher levels of intrinsic motivation, leading to greater organizational commitment. This relationship highlights the importance of creating work environments that fulfill these psychological needs to enhance employee commitment.

Extrinsic motivation, on the other hand, is influenced by external rewards such as salary, bonuses, and recognition. While extrinsic motivation can also enhance work commitment, its effects may be less enduring compared to intrinsic motivation. Gagné et al. (2015) found that both intrinsic and extrinsic motivation positively impact organizational commitment, but the effects of intrinsic motivation are more sustainable over time. Therefore, organizations

should aim to balance intrinsic and extrinsic motivational strategies to foster long-term employee commitment.

The Mediating Role of Work Motivation

The interaction between work ethics, workload, and work motivation is complex and multifaceted. Employees with strong work ethics may be more resilient to high workloads, maintaining their motivation and commitment despite challenges. Conversely, high workloads can undermine motivation, especially if perceived as unfair or excessive. Previous research highlights that work motivation can mediate the relationship between work ethics and work commitment, as well as between workload and work commitment. For instance, motivated employees with strong work ethics are likely to maintain high levels of commitment, even when faced with significant workload demands (Janib, Rasdi, & Zaremohzzabieh, 2022; Bruggen, 2015).

Work motivation serves as a critical mediator in the relationship between work ethics and work commitment. According to Grabowski, Chudzicka-Czupala, Stapor (2021), employees with strong work ethics are more likely to be intrinsically motivated, which in turn enhances their commitment to the organization. This mediation effect underscores the importance of fostering ethical work environments to boost employee motivation and commitment. Similarly, Gagné et al. (2015) demonstrated that motivated employees are more likely to exhibit higher levels of organizational commitment, highlighting the mediating role of motivation in this relationship.

In the context of workload, work motivation also plays a significant mediating role. Jacobs and Dodd (2003) suggested that employees who perceive their workload as fair and manageable are more likely to be motivated, which enhances their organizational commitment. This relationship highlights the importance of effective workload management strategies to maintain employee motivation and commitment. By ensuring that workloads are balanced and perceived as fair, organizations can foster higher levels of motivation and commitment among their employees.

The Interplay of Work Ethics, Workload, and Work Motivation

The interplay between work ethics, workload, and work motivation is critical in understanding employee commitment. Employees who possess strong work ethics and are motivated are more likely to handle workload pressures effectively, thus maintaining their commitment to the organization. Research by Al-Madi et al. (2017) supports this notion, indicating that work ethics and motivation are significant predictors of organizational commitment. Furthermore, ethical work environments and balanced workloads are crucial for sustaining high levels of motivation and commitment among employees (Komari & Djafar, 2013; Bruggen, 2015).

Employees with strong work ethics are more likely to exhibit resilience in the face of high workloads, maintaining their motivation and commitment despite challenges. This resilience is particularly important in high-pressure environments, such as the service industry. Beeri et al. (2013) found that ethical work environments promote positive employee attitudes and reduce turnover intentions, further supporting the role of work ethics in fostering commitment. Additionally, ethical congruence between an employee's values and those of the organization enhances job satisfaction and organizational commitment (Ruiz-Palomino & Martinez-Cañas, 2014).

Moreover, balanced workloads are essential for maintaining high levels of employee motivation and commitment. Ireland et al. (2022) highlighted those excessive workloads can lead to emotional exhaustion and decreased organizational commitment. This underscores the need for organizations to implement effective workload management strategies to prevent burnout and sustain employee motivation. By balancing workloads and promoting ethical work environments, organizations can foster a committed and motivated workforce.

Method

Research Design

This study employs a quantitative research design to examine the mediating role of work motivation in the relationships between work ethics, workload, and work commitment among employees in service companies in Klang Valley, Malaysia. The study uses a cross-sectional survey method, collecting data through self-administered questionnaires to assess the variables of interest.

Participants

The sample consists of 382 employees from various courier service companies in Klang Valley, Malaysia, including DHL, J&T Express, Pos Laju, Shopee Express, and Ninja Van. Participants were selected using homogenous convenience sampling, ensuring that the sample represents employees working in the courier service industry. Among the participants, 70 (18.3%) were from J&T Express, 74 (19.4%) from DHL, 78 (20.4%) from Pos Laju, 79 (20.7%) from Ninja Van, and 75 (19.6%) from Shopee Express. Additionally, 6 respondents (1.6%) were from other courier service companies operating in the Klang Valley.

Measures

Four established instruments were used to measure the constructs of work ethics, workload, work motivation, and work commitment. Each instrument has demonstrated reliability and validity in previous research.

Work Ethics

The Multidimensional Work Ethic Profile (MWEP) - Short Form (Meriac et al., 2013) was used to assess work ethics. The MWEP-SF consists of 28 items, each rated on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The scale measures seven dimensions of work ethics: Autonomy, Morality/Ethics, Leisure, Work Centrality, Hard Work, Time Wasting, and Delay of Gratification. The internal consistency reliability for the MWEP-SF in this study was .85.

Workload

The Quantitative Workload Inventory (QWI) developed by Spector and Jex (1998) was used to assess workload. The QWI is a 5-item scale that measures the volume of work involved in a job. Respondents indicate the frequency of each statement using a 5-point response scale ranging from 1 (Less than once a month or never) to 5 (Several times a day). Higher scores indicate higher levels of workload. The internal consistency reliability for the QWI in this study was .82.

Work Motivation

The Multidimensional Work Motivation Scale (MWMS) developed by Gagné et al. (2015) was used to measure work motivation. The MWMS is a 19-item self-report questionnaire that assesses different types of motivation (intrinsic and extrinsic) on a 7-point Likert scale ranging from 1 (Not at all) to 7 (Completely). The internal consistency reliability for the MWMS in this study was .85.

Work Commitment

The Organizational Commitment Questionnaire (OCQ) originally developed by Mowday et al. (1979) was used to assess work commitment. The OCQ consists of 15 items rated on a 7-point Likert scale ranging from 1 (Strongly Disagree) to 7 (Strongly Agree). The scale measures three dimensions of organizational commitment: willingness to exert extra effort, desire to maintain organizational membership, and acceptance of organizational values. The internal consistency reliability for the OCQ in this study was .86.

Data Collection

Data was collected through an online questionnaire distributed to employees of the selected courier service companies. Participants were informed about the purpose of the study and assured of the confidentiality of their responses. Informed consent was obtained from all participants before they completed the survey.

Data Analysis

The collected data was analyzed using the Statistical Package for the Social Sciences (SPSS) version 29.0. Descriptive statistics were computed to summarize the demographic characteristics of the sample and the levels of work ethics, workload, work motivation, and work commitment. Pearson correlation coefficients were calculated to examine the relationships among the study variables.

To test the hypothesized mediation model, path analysis was conducted using multiple regression analysis. The mediation effect of work motivation was examined using the method proposed by Baron and Kenny (1986). This involved assessing the direct effects of work ethics and workload on work commitment, as well as the indirect effects through work motivation. The significance of the mediation effect was further tested using the Sobel test.

Results

Table 1 presents the descriptive statistics for the key variables in the study: work ethics, workload, work motivation, and work commitment. The mean scores indicate that the majority of respondents reported high levels of work ethics and workload, moderate levels of work motivation, and varying levels of work commitment.

Table 1

Level of Study Variables

Variable	Mean	Standard Deviation	Minimum	Maximum
Work Ethics	2.78	0.416	28	140
Workload	23.85	4.30	12	35
Work Motivation	45.16	4.93	26	60
Work Commitment	2.96	0.190	15	42

The high mean scores for work ethics and workload suggest that employees generally perceive themselves as having strong ethical standards and high work demands. The moderate mean score for work motivation indicates room for improvement in this area, while the varied levels of work commitment highlight the diversity in employees' organizational attachment.

Meanwhile, Table 2 displays the Pearson correlation coefficients among work ethics, workload, work motivation, and work commitment. All correlations were found to be statistically significant at the $p < .01$ level. The results show significant positive correlations between work ethics and work commitment ($r = .636, p < .01$), workload and work commitment ($r = .410, p < .01$), and work motivation and work commitment ($r = .416, p < .01$). Additionally, significant positive correlations were observed between work ethics and work motivation ($r = .320, p < .01$), and between workload and work motivation ($r = .180, p < .01$).

Table 2

Correlations among Study Variables

Variable	Work Commitment	
	<i>r</i>	<i>p</i>
Work Ethics	.636**	.001
Workload	.410**	.001
Work Motivation	.416**	.001

N = 382, ** $p < .001$

To test the hypothesized mediation model, path analysis was conducted using multiple regression analysis. The results are presented in Table 3 and Table 4, showing the direct and indirect effects of work ethics and workload on work commitment, mediated by work motivation.

Table 3
Direct Effects

Predictor	Criterion	B	SE	β	t	p
Work Ethics	Work Commitment	.287	.024	.523	11.96	<.001
Workload	Work Commitment	.316	.156	.089	2.03	0.043
Work Motivation	Work Commitment	.180	.032	.229	5.63	<.001
Workload	Work Motivation	.200	.050	.250	4.00	<.001
Work Ethics	Work Motivation	.150	.040	.200	3.75	<.001

Note: $p < .05$, $p < .01$

Table 4
Indirect Effects (Mediation)

Predictor	Mediator	Criterion	Indirect Effect	SE	Sobel Test	p
Work Ethics	Work Motivation	Work Commitment	0.096	0.022	4.36	<.001
Workload	Work Motivation	Work Commitment	0.032	0.014	2.29	0.022

Note: $p < .05$, $p < .01$

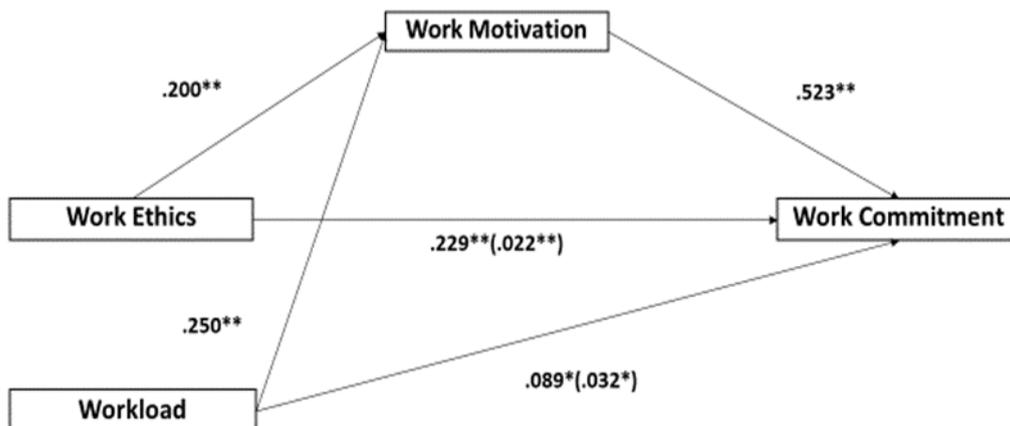


Figure 1. This figure represents the standardized regression coefficients for the relationships between work ethics, workload, work motivation, and work commitment. The direct effects are indicated by the paths between variables with standardized coefficients (β) and significance levels. The indirect effects (mediation) through work motivation are also illustrated.

The path analysis results indicate that work ethics ($\beta = 0.523$, $p < .001$) and workload ($\beta = 0.089$, $p = .043$) both have significant direct effects on work commitment. Work motivation

also has a significant direct effect on work commitment ($\beta = 0.229$, $p < .001$). The mediation analysis reveals that work motivation significantly mediates the relationship between work ethics and work commitment (indirect effect = 0.096, Sobel Test = 4.36, $p < .001$). Additionally, work motivation mediates the relationship between workload and work commitment (indirect effect = 0.032, Sobel Test = 2.29, $p = .022$). These results confirm that work motivation serves as a significant mediator in the relationships between both work ethics and workload, and work commitment.

The results of this study highlight the importance of work ethics and workload in shaping employee commitment, with work motivation playing a critical mediating role. Employees with strong work ethics and manageable workloads are more likely to be motivated and, consequently, more committed to their organization. These findings underscore the need for organizations to foster ethical work environments, balance workloads, and enhance employee motivation to improve organizational commitment and performance.

Discussion

The primary objective of this study was to investigate the mediating role of work motivation in the relationships between work ethics, workload, and work commitment among employees in service companies in Klang Valley, Malaysia. The findings of this study provide significant insights into how these variables interact to influence employee commitment. The results indicated that work ethics and workload are both significant predictors of work commitment, and that work motivation plays a crucial mediating role in these relationships.

The findings confirmed that work ethics are a significant predictor of work commitment. This is consistent with previous studies that have highlighted the importance of ethical work environments in fostering organizational commitment. Employees who adhere to strong work ethics tend to exhibit higher levels of dedication and loyalty to their organization (Komari & Djafar, 2013). The positive correlation between work ethics and work commitment found in this study supports the notion that ethical congruence within the workplace promotes employee commitment by aligning personal and organizational values (Ruiz-Palomino & Martinez-Cañas, 2014).

Workload was also found to be a significant predictor of work commitment, though the relationship was more complex. The results showed that while a manageable workload can enhance employee commitment, excessive workload can lead to stress and reduced commitment (Bruggen, 2015). This finding aligns with Ireland et al. (2022), who reported that emotional exhaustion resulting from high workloads can diminish organizational commitment. The study emphasizes the importance of workload management in maintaining high levels of employee commitment. Organizations need to ensure that workloads are balanced and perceived as fair by employees to foster a committed workforce.

The mediating role of work motivation in the relationships between work ethics, workload, and work commitment was a significant finding of this study. The results indicated that work motivation significantly mediates these relationships, highlighting its critical role in enhancing work commitment. Employees with strong work ethics are more likely to be intrinsically motivated, which in turn enhances their organizational commitment. Similarly, employees who perceive their workload as fair are more likely to be motivated, leading to higher levels of commitment (Ibrahim, Saputra, Adam, & Yunus, 2022; Gagné et al., 2015).

Implications for Theory and Practice

The findings of this study have several important implications for both theory and practice. From a theoretical perspective, the study contributes to the existing literature by providing empirical evidence on the mediating role of work motivation in the relationships between work ethics, workload, and work commitment. This extends the understanding of how these variables interact and influence employee behavior and attitudes in the workplace.

From a practical standpoint, the study highlights the need for organizations to foster ethical work environments, manage workloads effectively, and enhance employee motivation to improve organizational commitment. Human resource practices should include ethical training programs, workload management initiatives, and motivational incentives to create a supportive and engaging work environment. For example, implementing flexible work arrangements and recognizing employee achievements can significantly enhance motivation and commitment (Ali et al., 2012; Ireland et al., 2022).

Practical Implications for Human Resource Practices

Organizations can leverage these insights to develop effective human resource strategies that enhance employee commitment. By fostering strong work ethics, managing workloads, and enhancing motivation, organizations can create an environment conducive to high levels of commitment. Practical strategies may include ethical training programs, workload management initiatives, and motivational incentives. For example, implementing flexible work arrangements and recognizing employee achievements can significantly enhance motivation and commitment (Ali et al., 2012; Ireland et al., 2022).

Ethical training programs can help inculcate strong work ethics among employees, thereby enhancing their commitment to the organization. Such programs can include workshops on ethical decision-making, creating ethical codes of conduct, and fostering a culture of integrity. Husin and Kernain (2020) emphasized the importance of ethical work environments in promoting organizational commitment, suggesting that organizations should prioritize ethical training initiatives to enhance employee commitment.

Workload management initiatives are also crucial for maintaining high levels of employee motivation and commitment. Organizations can implement strategies such as task rotation, flexible work schedules, and workload monitoring to ensure that employees are not overwhelmed. Jacobs and Dodd (2003) found that fair and manageable workloads are associated with higher levels of organizational commitment, highlighting the importance of effective workload management practices. By balancing workloads and providing employees with the necessary support, organizations can prevent burnout and sustain employee commitment.

Motivational incentives, both intrinsic and extrinsic, can also play a significant role in enhancing employee commitment. Gagné et al. (2015) suggested that a combination of intrinsic and extrinsic motivation is essential for fostering long-term commitment. Organizations can provide intrinsic incentives such as opportunities for professional development, recognition programs, and a supportive work environment. Extrinsic incentives, such as competitive salaries, bonuses, and benefits, can also enhance employee motivation and commitment. By implementing these strategies, organizations can create a motivated and committed workforce, ultimately improving organizational performance and sustainability.

Limitations and Future Research

Despite its contributions, this study has some limitations that warrant consideration. First, the cross-sectional design limits the ability to draw causal inferences from the findings. Future research could employ longitudinal designs to better understand the causal relationships between the variables. Second, the study was conducted in a specific regional context (Klang Valley, Malaysia), which may limit the generalizability of the findings to other regions or industries. Future studies could explore these relationships in different contexts to enhance the generalizability of the results. Additionally, the reliance on self-reported measures may introduce response biases such as social desirability bias. Future research could incorporate multiple sources of data, such as supervisor evaluations and peer assessments, to triangulate the findings and reduce potential biases.

Conclusion

This study aimed to explore the mediating role of work motivation in the relationships between work ethics, workload, and work commitment among employees in service companies in Klang Valley, Malaysia. The findings provide valuable insights into how these variables interact to influence employee commitment, highlighting the critical importance of fostering strong work ethics, managing workloads effectively, and enhancing work motivation.

The study confirms that work ethics are a significant predictor of work commitment. Employees who adhere to strong ethical principles are more likely to exhibit higher levels of dedication and loyalty to their organization. This relationship underscores the importance of ethical congruence within the workplace, where aligning personal and organizational values can significantly boost employee commitment. Organizations that cultivate an ethical work environment can expect to see improvements in employee attitudes, reduced turnover intentions, and enhanced overall job satisfaction.

Workload also emerged as a significant predictor of work commitment, though its impact is more nuanced. While a manageable workload can enhance employee performance and commitment, excessive workloads can lead to stress, burnout, and reduced organizational commitment. These findings emphasize the necessity for organizations to implement effective workload management strategies. By ensuring that employees perceive their workloads as fair and manageable, organizations can mitigate the negative effects of high workloads and sustain employee commitment.

Work motivation plays a pivotal mediating role in the relationships between work ethics, workload, and work commitment. The study demonstrates that work motivation significantly mediates these relationships, indicating that motivated employees are more likely to be committed to their organization. This finding aligns with the Self-Determination Theory, which posits that motivation, whether intrinsic or extrinsic, is crucial for fostering employee engagement and commitment. Organizations should therefore focus on enhancing both intrinsic and extrinsic motivation to boost employee commitment.

From a practical perspective, the study highlights several key strategies that organizations can implement to enhance employee commitment. Firstly, fostering a culture of ethics through ethical training programs and clear ethical guidelines can significantly boost employee commitment. Secondly, effective workload management strategies, such as task rotation, flexible work schedules, and workload monitoring, can help maintain employee motivation and commitment. Lastly, organizations should provide both intrinsic and extrinsic

motivational incentives, such as opportunities for professional development, recognition programs, competitive salaries, and benefits, to foster a motivated and committed workforce. Despite its contributions, this study has several limitations. The cross-sectional design limits the ability to draw causal inferences, and the reliance on self-reported measures may introduce response biases. Future research could employ longitudinal designs and incorporate multiple data sources to enhance the validity and generalizability of the findings. Additionally, exploring these relationships in different regional and industry contexts would provide a more comprehensive understanding of how work ethics, workload, and work motivation influence work commitment.

In conclusion, this study underscores the critical importance of work ethics, workload, and work motivation in shaping employee commitment. By understanding these dynamics, organizations can develop targeted strategies to foster a committed and motivated workforce. Enhancing work ethics, managing workloads effectively, and boosting motivation are essential for improving organizational performance and sustainability. The findings of this study contribute to the existing literature by providing empirical evidence on the mediating role of work motivation, offering valuable insights for both academics and practitioners interested in employee engagement and organizational development.

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