

Managerial Grid and Organizational Commitment Among Employees of a Selected Agri-Company in General Santos City

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ABSTRACT

This study examined the managerial grid and its implications on the organizational commitment of employees at Bioseed Research Philippines, Inc. in General Santos City. It also described the socio-demographic and socioeconomic profiles of the respondents. A total of seventy-four (74) employees participated in the study, selected through a total enumeration sampling method.

The research utilized a descriptive-quantitative design. Data were gathered using a structured survey questionnaire supported by key informant interviews. Statistical tools were used to analyze the level of significance between the perceived management styles and the levels of organizational commitment—specifically, affective, continuance, and normative commitment.

Findings revealed that the majority of respondents were within the 30–39 age group, predominantly male, college graduates, married, newly hired associates, and earning a monthly income of ₱24,999 or below. The respondents perceived team leadership as the dominant management style, characterized by a strong concern for both people and production.

Regression analysis showed that socio-demographic and socioeconomic factors—specifically sex and educational attainment—had a significant influence on normative commitment. However, the various managerial grid styles, including impoverished (1,1), country club/socialite (1,9), middle-of-the-road (5,5), authoritarian (9,1), and team management (9,9), had no statistically significant impact on employees' organizational commitment across all three dimensions.

Keywords: Management Style, Managerial Grid, Organizational Commitment, Bioseed Research Philippines, Socio-demographic Profile

INTRODUCTION

Background of the Study

Organizational commitment referred to the extent to which employees identified with their organization's goals and demonstrated a desire to maintain membership within it (Robbins & Coulter, 2005). Prior research suggested that high organizational commitment was associated with lower absenteeism and reduced turnover. Employees who were committed to their organizations tended to remain and perform their roles with greater efficiency and loyalty (Pascal, Shoaib, Naeem, & Saif, 2011). Conversely, when commitment was lacking, issues such as job insecurity, low trust, high stress, and organizational uncertainty increased, ultimately leading to a decline in organizational performance (Panayiotis, Leonidas, & Constantine, 2011).

Leadership played a significant role in shaping employee commitment. The management style employed by organizational leaders—often influenced by the prevailing societal culture—had a considerable impact on employee engagement (Mujtaba et al., 2011, as cited in Sabir et al., 2011). Since leadership approaches varied across cultural contexts, understanding their influence was essential. Literature frequently highlighted

leadership effectiveness as a key factor in achieving organizational success and fostering employee commitment (Chew & Chan, 2008; Das, 2002, as cited in Sabir et al., 2011).

Earlier studies introduced various theories to explain the relationship between leadership and organizational performance. Blake and McCanse (1991), for example, discussed leadership effectiveness in the context of transactional and transformational leadership styles (Burns, 1978; Bass, 1985). These styles were widely acknowledged for their positive correlation with employee commitment. Swanepoel et al. (2000) emphasized that appropriate leadership styles facilitated the implementation of business strategies. Lo, Ramayah, and Min (2009), and later Lo, Ramayah, Min, and Songan (2010), concluded that both transactional and transformational leadership styles were positively linked to organizational commitment. They also emphasized the mediating role of leader–member exchange and noted that conflicts between leaders and subordinates could be minimized when organizational culture aligned with employee values.

Robbins and Coulter (2005) discussed how early leadership studies contributed to the development of Blake and Mouton's Managerial Grid, which assessed leadership behavior based on two key dimensions: concern for people and concern for production. The model categorized management into five styles—**impoverished (1,1)**, **authoritarian (9,1)**, **middle-of-the-road (5,5)**, **socialite (1,9)**, and **team management (9,9)**—with the last being considered the most effective. Although the grid offered a framework for conceptualizing leadership styles, it did not explain what specifically made a leader effective. Furthermore, limited literature existed on how each management style influenced employee commitment.

Given these gaps, this study was conducted to examine the impact of Blake and Mouton's Managerial Grid on the organizational commitment of employees at Bioseed Research Philippines, Inc. (BRPI). The researcher aimed to determine how the managerial styles adopted by BRPI leaders affected employee commitment. Observations prior to the study indicated that many employees exhibited low levels of commitment, suggesting possible issues related to leadership or organizational culture. These findings highlighted the need for improved leadership strategies, targeted skills development, and enhanced focus on results and efficiency. BRPI, therefore, provided a relevant context for exploring the relationship between leadership styles and organizational commitment.

The study acknowledged that managerial behaviors, as defined by the Managerial Grid, significantly influenced the commitment levels of employees. Exploring these behavioral patterns in relation to the commitment of subordinates provided valuable insights into how leadership practices could be optimized to foster a more engaged and high-performing workforce.

Statement of the Problem

This study aimed to describe the implications of Blake and Mouton's managerial grid on the organizational commitment of the employees of Bioseed Research Philippines, Inc.

Specifically, it answered the following questions:

1. What are the mean levels of the socio-demographic and socio-economic profile of the respondents in terms of:

1. age;
2. sex;
3. educational attainment;
4. civil status;
5. job position;
6. length of service; and
7. monthly income level?

2. What are the mean levels of the respondents' perceptions on management style based on managerial grid:

1. (1,1) impoverished management;

2. (1,9) socialite management;
 3. (5,5) middle-of-the-road management;
 4. (9,1) authoritarian management; and
 5. (9,9) team management?
3. What are the mean levels of the respondents' organizational commitment in terms of:
- a. Affective commitment
 - b. Continuance commitment; and
 - c. Normative commitment?
4. Is the organizational commitment of the employees of Bioseed Research Philippines, Inc. significantly affected by their socio-demographic and socioeconomic profile?
5. Is the organizational commitment (affective commitment, continuance commitment, and normative commitment) of the employees of Bioseed Research Philippines, Inc. significantly affected by the management styles based on managerial grid:(1,1) impoverished management, (1,9) socialite management, (5,5) middle-of-the-road management, (9,1) authoritarian management; and (9,9) team management?

Significance of the Study

This study was highly relevant to the researcher, who was part of the middle management team at Bioseed Research Philippines, Inc. The findings provided valuable insights that could support the management in assessing the organizational commitment of employees and understanding their experiences and perceptions. These insights served as a foundation for making informed decisions aimed at fostering stronger interpersonal relationships within the organization and promoting alignment with the company's vision and mission.

The study assessed the level of employee commitment and involvement with regards to the organization's culture, core values, and beliefs. It recognized that an engaged employee typically demonstrated awareness of the broader business context and collaborated with colleagues to enhance job performance for the benefit of the organization. The results reinforced that initiatives to promote employee engagement had a direct and measurable impact on organizational productivity.

Furthermore, the research contributed to the growing body of literature on the implications of management styles—particularly those based on Blake and Mouton's Managerial Grid—on organizational commitment. It also enriched the body of knowledge in the field of human resource management and development, especially in the context of corporate management practices within Philippine-based firms. For future researchers interested in exploring related issues, this study served as a useful reference and guide in the formulation of research frameworks and proposals. Ultimately, it offered a modest contribution to the understanding of how leadership styles influence organizational commitment.

Scope and Delimitation of the Study

This study focused on examining the implications of Blake and Mouton's Managerial Grid in relation to the organizational commitment of employees at Bioseed Research Philippines, Inc. It specifically explored how different managerial styles influenced the level of employee commitment within the organization.

The scope was delimited to the five leadership styles identified in Blake and Mouton's Managerial Grid: impoverished management, socialite management, middle-of-the-road management, task management, **and** team management—which served as the independent variables. The study also considered select demographic variables: age, sex, educational attainment, civil status, job position, length of service, and monthly income level. These were examined in correlation with the dependent variables: affective commitment, continuance commitment, and normative commitment—dimensions of organizational commitment.

A key limitation of the study was the reluctance of some respondents to participate, which affected the comprehensiveness of the data. Ideally, participation from all employees of Bioseed Research Philippines, Inc. would have provided a more balanced and representative comparison. Additionally, the unavailability of some employees during the data collection period due to unavoidable circumstances further restricted the sample size and data completeness.

Aside from limited participation and employee availability during data collection, the study is also constrained by potential response bias, as employees may have felt hesitant to provide critical feedback about their supervisors. Additionally, the cross-sectional design restricts the ability to infer causality between managerial style and commitment. Longitudinal data would provide a more robust understanding of changes in commitment over time.

Review Of Related Literature and Studies and Conceptual Framework

This chapter reviews related literature and studies. Materials reviewed include books and internet sources. It also represents the theoretical and conceptual framework, as well as the definition of terms uses in this study.

Related Literature

Socio-Demographic and Socio-Economic Profile of Employees

Understanding the socio-demographic and socio-economic profile of employees is fundamental in organizational research, as these variables influence individual behavior, work attitudes, productivity, and organizational outcomes. Scholars have long examined the significance of factors such as age, gender, education, civil status, job level, tenure, and income level in relation to workplace dynamics and employee engagement (Noe et al., 2020; Dessler, 2019).

Age is often associated with career development stages, work expectations, and adaptability. According to Kooij et al. (2011), younger employees may prioritize growth opportunities and skill development, while older employees tend to value job security and organizational stability. These generational differences often affect organizational commitment, preferences for leadership style, and performance metrics.

Gender as a demographic variable also plays an influential role in workplace behavior and career trajectories. Research by Eagly and Carli (2003) has suggested that gender-based experiences in the workplace may lead to different leadership aspirations, levels of perceived fairness, and occupational stress. Despite improvements in gender equality, occupational roles in many sectors remain gender-typed, influencing organizational structure and dynamics.

Educational attainment has been widely regarded as a determinant of professional competency and employability. Higher levels of education are positively associated with cognitive skills, decision-making capabilities, and openness to organizational change (Schultz, 1971; Judge et al., 2010). Educational background is also linked to employees' expectations for leadership, autonomy, and recognition within an organization.

Civil status has implications for work-life balance and job stability. Studies have shown that married employees often exhibit stronger organizational loyalty and more consistent work patterns compared to single counterparts, possibly due to increased familial responsibilities and financial obligations (Clark, 2000; Greenhaus & Powell, 2006).

In analyzing **job position or rank**, scholars note that it determines the level of authority, responsibility, and organizational influence an employee holds. Employees in higher positions tend to report higher levels of organizational commitment and job satisfaction, partly due to access to resources, autonomy, and decision-making authority (Daft, 2015).

Length of service or tenure is frequently linked to institutional knowledge and loyalty. Meyer and Allen (1991) emphasized that employees with longer tenure often develop stronger emotional attachment to their organization, which contributes to affective commitment. However, this relationship may vary depending on the perceived organizational support and career progression opportunities.

Income level is a critical socio-economic indicator that affects employees' quality of life, job satisfaction, and motivation. Herzberg's Two-Factor Theory (1959) identifies salary as a hygiene factor that, if inadequate, can lead to dissatisfaction. More recent studies affirm that income disparity within organizations can influence perceived equity and commitment levels (Adams, 1965; Aquino et al., 2017).

Altogether, these socio-demographic and socio-economic variables serve as essential lenses for analyzing employee behavior and commitment in any organizational setting. Their relevance extends to human resource management, leadership, and organizational development, where understanding these profiles enables more tailored and effective managerial strategies.

The Managerial Grid Approach

The Managerial Grid model, developed by Robert R. Blake and Jane S. Mouton in 1964, remains a significant conceptual tool in organizational development. It introduced a new framework for understanding managerial behavior, balancing two key concerns: concern for people and concern for production. The grid became widely adopted across industries due to its practical application in diagnosing leadership styles and improving team performance (Blake & Mouton, 1964; Musgrave, 1970).

The Managerial Grid identifies five core leadership styles derived from varying levels of concern for people and production:

1. Impoverished Management (1,1) – minimal concern for both people and production;
2. Task Management (9,1) – high concern for production, low concern for people;
3. Middle-of-the-Road Management (5,5) – moderate concern for both dimensions;
4. Socialite Management (1,9) – high concern for people, low concern for production;
5. Team Management (9,9) – high concern for both people and production.

Among these, the Team Management style (9,9) is widely regarded as the most effective, fostering collaboration, high performance, and strong organizational commitment. However, the grid does not prescribe one style for all situations; rather, it offers a diagnostic approach that helps leaders evaluate their own style and make intentional adjustments based on team needs and organizational goals.

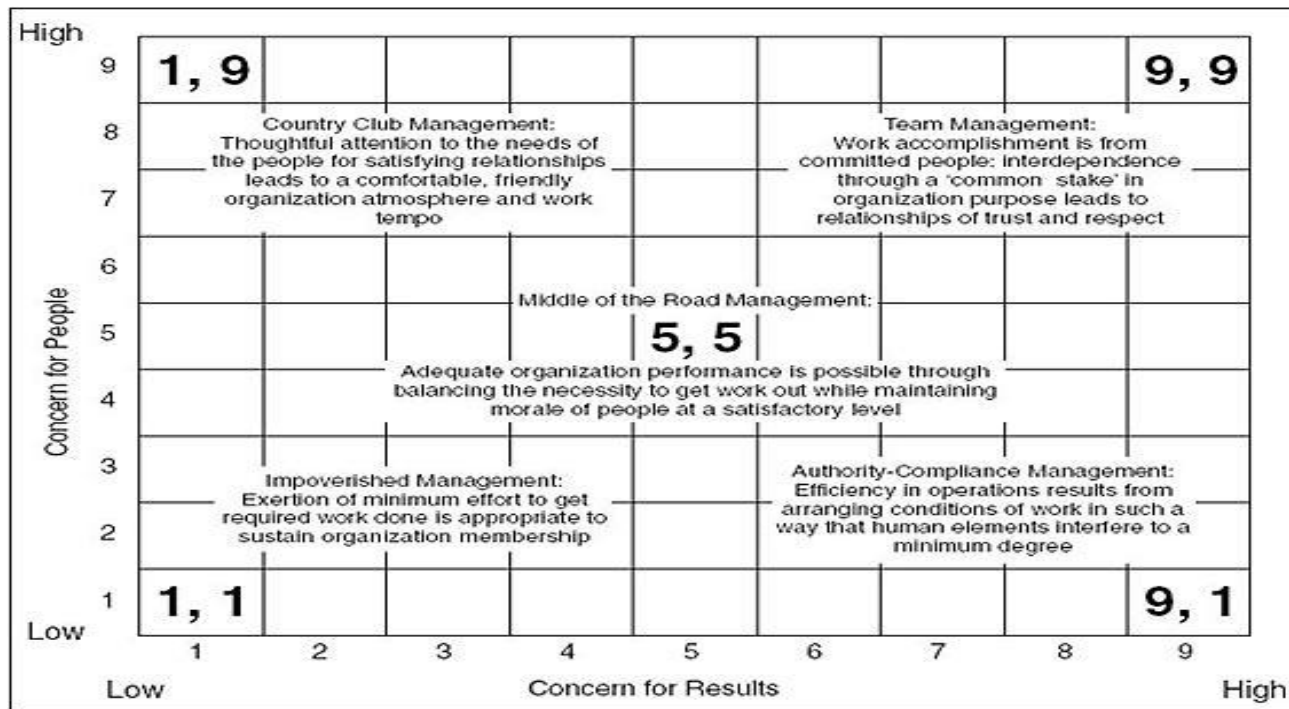
According to Musgrave (1970), the Managerial Grid became a foundation for organizational development programs. Its implementation involves two major phases: first, transforming individual managerial styles through self-assessment and training; and second, extending these changes across departments and hierarchies to enhance overall organizational effectiveness. The grid's strength lies in its ability to facilitate behavioral change by encouraging self-reflection and team feedback mechanisms.

The Managerial Grid continues to be a relevant tool for assessing leadership effectiveness and its implications on employee commitment and organizational performance. Its enduring application highlights the importance of understanding leadership behavior within the broader organizational context.

Impoverished Management (1,1). Positioned at the lower left corner of the Managerial Grid, the 1,1 management style reflects minimal concern for both production and people. A manager operating under this style exhibits passive behavior, essentially withdrawing from leadership responsibilities. This type of manager assumes a disconnect between organizational productivity and employee needs but chooses not to engage with either concern. According to Musgrave (1970), such individuals often function merely as conduits of information, passing along directives from superiors without taking ownership or initiative. These managers deflect accountability, rarely offer constructive feedback, and avoid conflict. Their primary goal is to remain

part of the organization without drawing attention to themselves, seeking minimum interaction and engagement.

An organization dominated by the 1,1 management style is unlikely to thrive. While some individuals or units may persist under this model for extended periods, the organization ultimately suffers due to the underutilization of human potential and failure to inspire productivity (Musgrave, 1970, pp. 12–13).



Source: Robert Blake and Jane Mouton, *The Managerial Grid* (Huston, Texas: Gulf Publishing Co., 1984), p.10

Figure 1. The Managerial Grid

Socialite Management (1,9). Located at the upper left quadrant of the grid, the 1,9 management style demonstrates a high concern for people and a low concern for production. Managers who adopt this style prioritize harmony, morale, and interpersonal relationships, often at the expense of meeting organizational objectives. A 1,9 manager fosters a relaxed work environment, emphasizing comfort and positive social interactions, such as regular breaks, recreational events, and a congenial workplace atmosphere (Musgrave, 1970, pp. 11–12).

While well-intentioned, this approach can undermine long-term productivity and innovation. By avoiding conflict and suppressing frustration, the 1,9 manager fails to address deeper organizational issues. Over time, this style leads to stagnation and reduces the organization's competitiveness. The superficial harmony masks unresolved problems, ultimately threatening organizational resilience and sustainability.

Middle-of-the-road Management (5,5). Situated at the center of the Managerial Grid, the 5,5 style represents a balanced, yet compromising, approach. Managers under this style exhibit moderate concern for both people and production. Believing that these two dimensions are in conflict, they attempt to maintain equilibrium by making trade-offs between them (Musgrave, 1970, pp. 13–15).

The 5,5 manager relies heavily on formal procedures and traditional practices, aiming to avoid conflict and maintain order. This approach employs reward systems and minimal engagement with subordinates to preserve functionality without pushing for innovation. While this style may offer short-term operational stability, it discourages creativity, flexibility, and growth. Over time, organizations governed by 5,5 management risk becoming bureaucratic and unresponsive to change, falling behind more dynamic competitors.

Authoritarian Management (9,1). Found at the lower right-hand corner of the grid, the 9,1 management style is characterized by a high concern for production and minimal concern for people. Managers adopting this style prioritize output, efficiency, and discipline, often treating employees as tools to meet production goals. Hierarchical authority is strictly observed, with top-down directives and limited regard for employee input or development (Musgrave, 1970, pp. 10–11).

Under the 9,1 style, human relationships are suppressed unless necessary for operational purposes. Conflict is managed through control and suppression, often intensifying power struggles, particularly between management and labor unions. Furthermore, this management approach neglects to capitalize on employees' growing knowledge and skills. Over time, the rigid structure and lack of employee empowerment can push workers toward disengagement or even unionization, eventually leading to organizational decline or a shift toward the 1,1 style as a form of disengagement.

Team Management (9,1). Occupying the upper right-hand corner of the grid, the 9,9 management style integrates a high concern for both people and production. This approach assumes that organizational success and employee fulfillment are mutually reinforcing. Managers employing this style promote a shared vision and encourage employee involvement in decision-making processes, fostering collaboration, trust, and mutual commitment (Musgrave, 1970, pp. 15–16).

The team management style encourages innovation, open communication, and team accountability. Individuals are seen not merely as subordinates but as valuable contributors to organizational objectives. Though still evolving in its empirical assessment, early findings suggest that the 9,9 approach can lead to significant improvements in profitability, stronger intergroup relations (e.g., between management and labor), and heightened organizational coherence and innovation. The focus on mutual development and aligned objectives provides a sustainable model for long-term organizational success.

Organizational Commitment

The definition and measurement of organizational commitment have evolved over time. According to Becker (1960), commitment arises when an individual's extraneous interests align with consistent lines of activity. Reilly and Chatman (1986) define it as the degree of attachment an individual feels toward the organization. Broadly, organizational commitment is conceptualized from two perspectives: attitudinal and behavioral. Attitudinal commitment pertains to an employee's thoughts and feelings about the organization, whereas behavioral commitment reflects the individual's actions and patterns of engagement within the organizational framework.

Various scholars have proposed models to conceptualize commitment, including Meyer and Allen's Three-Component Model, Reilly and Chatman's framework, and other multidimensional models. These models indicate that commitment is associated with multiple dimensions, each of which influences organizational outcomes in distinct ways. Reilly and Chatman (1986, as cited in Sabir et al., 2011) argue that three primary dimensions—compliance, identification, and internalization—are central to commitment. These dimensions help for-profit organizations cultivate loyalty and goal alignment among employees.

Meyer and Allen's (1991, as cited in Sabir et al., 2011) Three-Component Model is particularly influential. It comprises affective, continuance, and normative commitment. These categories stem from observational research and illustrate how an employee's relationship with the organization varies, depending on individual experiences and motivational factors. One employee may exhibit a high level of affective commitment, while another may lean more toward normative or continuance commitment—or any combination thereof. Thus, the degree of attachment differs across individuals.

Affective Commitment

Affective commitment reflects an employee's emotional attachment, identification, and involvement with the organization. This type of commitment is characterized by the employee's belief in organizational goals, willingness to exert effort on behalf of the organization, and strong desire to remain part of it. It manifests in

three key phases: identification, formation, and maintenance. Employees with high affective commitment internalize organizational values and willingly make sacrifices for the organization's success.

According to Dunham et al. (1994, as cited in Bozlagan et al., 2010), certain organizational conditions must be present to foster affective commitment:

1. Autonomy in the Mission - Employees should have decision-making authority in their roles.
2. Clarity and Significance - Roles must be well-defined and meaningful to the employee.
3. Positive Image - The employee's role should not carry social stigma.
4. Job Fit - Required competencies for the role should be clear.
5. Supportive Leadership - Managers must respect employee dignity and respond to their needs.
6. Participation in Management - Employees should have opportunities to voice their opinions and be consulted in decisions affecting them.
7. Perception of Organizational Justice - Fairness in decision-making and resource distribution must be evident.
8. Organizational Trust - Employees must trust leadership to meet both current and future needs (Tan & Tan, 2000).

Normative Commitment

Normative commitment refers to an employee's sense of obligation to remain with the organization. This moral imperative typically arises when the employee recognizes the investments—time, training, and development—the organization has made on their behalf. Employees with high normative commitment often feel a duty to reciprocate such investments by staying with the organization.

According to Dunham et al. (1994, as cited in Bozlagan et al., 2010), normative commitment is strengthened by the following factors:

- a. Strong organizational commitment exhibited by peers
- b. Feelings of gratitude toward the organization
- c. Adherence to personal principles and values
- d. Influence of societal norms and expectations

Continuance Commitment

Continuance commitment is driven by the perceived costs associated with leaving the organization. Employees stay not out of emotional attachment or moral obligation, but due to the potential financial or social losses that departure would entail. This type of commitment is considered passive; employees may remain with the organization until a more favorable opportunity arises.

Factors contributing to continuance commitment include (Dunham et al., 1994, as cited in Bozlagan et al., 2010):

1. Age: Difficulty in job mobility for older or very young workers
2. Tenure: Long service or insufficient experience making external opportunities scarce

3. Career Limitations: Limited external career advancement prospects
4. Educational Background: Mismatch between education and marketable skills
5. Family Obligations: Marital status and dependents influencing job retention
6. Limited Alternatives: Scarcity of alternative employment
7. Organizational Justice: Perceived fairness in current workplace compared to others

Commitment and Productivity

William Ouchi emphasizes that productivity is primarily a social and managerial issue. Committed employees are fundamental to achieving higher productivity levels. Japanese management practices exemplify this principle by fostering high levels of employee involvement, particularly through the philosophy of *kaizen* or continuous improvement. This practice promotes incremental enhancements across all levels of the organization. According to Fuel and Martires (2000), *kaizen* contributes significantly to the competitive advantage of Japanese firms, including their multinational operations in the Philippines, where productivity levels have matched those of their Japanese counterparts.

Leadership and Employee Engagement

House (1971) asserts that leaders are effective only when their behavior helps subordinates achieve their goals. Leadership must be adaptive; depending on the situation, employees may require directive guidance or simply emotional support (Aamodt & Raynes, 2001). Patro (2013) further notes that employees' awareness of how well organizational resources are managed positively influences their engagement, which in turn correlates with productivity. Four key factors impact engagement: organizational culture, reinforcement of people-focused policies, use of meaningful metrics, and overall performance outcomes.

For optimal engagement, employees must believe they possess the physical, cognitive, and emotional resources to perform effectively. Organizations should actively communicate success stories and recognize individual contributions. This fosters a sense of belonging and purpose, reinforcing the connection between individual performance and organizational success. High engagement yields numerous benefits, including improved financial outcomes, customer satisfaction, and reduced employee turnover.

Related Studies

The Ohio State Leadership Studies identified two critical dimensions of leader behavior. Initially analyzing more than 1,000 behavioral traits, researchers narrowed them down to two dimensions that accounted for most leadership behaviors described by subordinates: initiating structure and consideration.

Initiating structure refers to the degree to which a leader defines and structures their role and that of subordinates in the pursuit of goal attainment. This involves organizing work, roles, and goals.

Consideration, on the other hand, pertains to mutual trust and respect, where the leader supports personal well-being, treats members equally, and fosters a friendly environment.

Leaders who scored high in both initiating structure and consideration—known as “high-high leaders”—tended to achieve better group task performance and satisfaction. However, inconsistencies in results suggested that situational factors must also be considered in leadership effectiveness (Robbins & Coulter, 2005).

Parallel research at the University of Michigan's Survey Research Center echoed similar findings, identifying two key leadership styles: employee-oriented and production-oriented.

Employee-oriented leaders emphasized interpersonal relationships, recognized individual differences, and cared about employees' personal needs. Production-oriented leaders focused on task completion and viewed employees mainly as tools to achieve organizational goals.

Their findings showed that employee-oriented leadership was significantly associated with higher productivity and job satisfaction, while production-oriented leadership correlated with lower group output and morale (Robbins & Coulter, 2005).

Organizational Commitment and Performance

Commitment, as a conscious psychological state, reflects a person's attachment to an organization. It encompasses desire, belief in goals and values, and a sense of belonging—akin to being part of a family (Dubin et al., 1975; Becker, 1992). Allen and Meyer (1990) categorized organizational commitment into three components:

1. Affective Commitment – emotional attachment and identification with the organization.
2. Normative Commitment – a sense of obligation to remain.
3. Continuance Commitment – awareness of the costs associated with leaving.

Later studies (Meyer et al., 2002) confirmed this multidimensional framework. However, some scholars chose to focus primarily on affective and normative commitment, as continuance commitment is often driven by a perceived lack of job alternatives and may lead to only minimal effort from employees (Meyer & Allen, 1997).

According to Weiner (1982), value congruence between the individual and the organization enhances affective commitment. Employees with strong affective commitment find their roles meaningful and take pride in their affiliation with the organization (Allen & Meyer, 1990; Meyer & Herskovits, 2001). Influencing factors include job characteristics, co-workers, and perceived organizational support (Mathieu & Zajac, 1990).

Empirical studies have shown positive correlations between organizational commitment and performance indicators such as quality, efficiency, job satisfaction, and compliance, while commitment negatively correlates with absenteeism (Mathieu & Zajac, 1990; Allen & Grisafe, 2001; Becker, 1992).

Cheng et al. (2003) introduced the concept of commitment to a supervisor, asserting it significantly impacts job satisfaction and employee retention. They emphasized that supervisory commitment may be as influential as organizational commitment itself in affecting employee behavior and performance.

Organizational Performance and Quality Management

Firm performance is influenced by various internal and external factors such as leadership, investment, justice, and employee commitment. Organizational performance can be classified into financial, operational, and employee performance dimensions (Fuentes et al., 2004). Their study found:

1. Teamwork positively affects employee performance but may negatively impact financial outcomes.
2. Customer focus and continuous improvement, in contrast, enhance financial performance.

Similarly, Rahman and Bullock (2005) examined Total Quality Management (TQM) elements—such as workforce commitment, shared vision, teamwork, customer focus, and supplier collaboration—and found all positively associated with organizational performance.

These findings affirm that leadership and commitment are core drivers of both individual and organizational outcomes. This study builds on such literature by examining the relationship between leadership behavior, commitment to supervisors, and their impact on organizational performance.

Theoretical Framework

According to Mathieu and Zajac (1990) and Liu (2007), one of the most widely utilized instruments for assessing organizational commitment is the Organizational Commitment Questionnaire (OCQ), originally developed by Mowday, Steers, and Porter (1979). This instrument has provided a foundational basis for measuring employees' psychological attachment to their organizations.

Affective commitment represents an employee's emotional attachment, identification with, and involvement in the organization. It reflects the extent to which individuals align their beliefs, desires, and willingness with organizational goals. Jaros et al. (1993, as cited in Sabir et al., 2011) explain that affective commitment develops progressively: it begins with emotional formation, followed by the identification of these emotions with organizational objectives, and ultimately, an effort to sustain such alignment. This form of commitment is influenced by both personal characteristics—such as age, gender, and tenure—and organizational characteristics.

Normative commitment, on the other hand, is characterized by a sense of obligation to remain with the organization. This obligation often emerges from the perception that the organization has invested significantly in the employee, especially through training and professional development. As such, employees may feel morally bound to reciprocate the organization's investment by staying, reflecting what is commonly referred to as moral commitment (Sabir et al., 2011).

Continuance commitment involves an employee's recognition of the costs associated with leaving the organization. Based on Becker's (1960, as cited in Sabir et al., 2011) *side-bet theory*, this type of commitment suggests that long-term investment—such as time, effort, skills, and interpersonal relationships—makes employees reluctant to leave, as such resources may not be transferable or recoverable in future employment. This perception of potential loss reduces employee turnover and contributes to enhanced organizational performance. Factors such as lack of alternative employment opportunities and perceived sunk costs are key variables in continuance commitment (IFRND, n.d.).

Although organizational commitment was once a dominant construct in understanding employee retention and behavior, its predictive power may be diminishing in the contemporary employment landscape. With evolving employment models and the decline of long-term tenure within a single organization, the value of commitment as a work-related attitude has been questioned. Robbins and Coulter (2005) caution that many studies linking commitment to performance and turnover were conducted decades ago, during a period when lifelong employment with a single firm was more common. As a result, measures of employee-firm attachment may now be less indicative of workplace outcomes than previously believed.

Nevertheless, recent research emphasizes the importance of perceived organizational support (POS)—employees' beliefs that the organization values their contributions and cares about their well-being. High levels of POS are consistently linked to increased job satisfaction and reduced turnover intentions, suggesting that the organization's commitment to its employees may be more impactful than the reverse in the current work climate (Robbins & Coulter, 2005).

Leadership Behavior and Managerial Effectiveness. The foundational behavioral studies of leadership also contributed significantly to organizational theory. One key development was Blake and Mouton's Managerial Grid, which was built upon earlier behavioral research. This framework assessed leadership behavior along two dimensions: concern for people and concern for production, rating each on a scale from 1 (low) to 9 (high). While the grid presented 81 possible behavioral styles, it emphasized five key leadership styles:

1. Impoverished Management (1,1) – low concern for both people and production.
2. Task Management (9,1) – high concern for production, low for people.
3. Middle-of-the-Road Management (5,5) – moderate concern for both.
4. Socialite Management (1,9) – high concern for people, low for production.
5. Team Management (9,9) – high concern for both people and production.

According to Blake and Mouton, the 9,9 team management style was deemed the most effective. However, subsequent empirical research provided limited support for this assertion, and the grid failed to explain why certain leadership styles are more effective in specific contexts (Robbins & Coulter, 2005). The model served more as a conceptual tool rather than a predictive framework for leadership success.

As leadership research progressed, scholars recognized the importance of situational variables in determining leadership effectiveness. Rather than isolating traits or behaviors, newer theories emphasized the fit between leadership style and contextual demands. This shift gave rise to contingency theories and other dynamic frameworks that account for varying workplace environments (Robbins & Coulter, 2005).

Conceptual Framework

This study is anchored on Blake and Mouton's Managerial Grid Theory, which offers a behavioral approach to understanding leadership styles and their influence on organizational outcomes. The Managerial Grid identifies five principal leadership styles based on varying degrees of concern for people and concern for production: impoverished management (1,1), socialite management (1,9), middle-of-the-road management (5,5), authoritarian or task management (9,1), and team management (9,9). According to Blake and Mouton (1964), leaders who adopt a team management style (9,9)—exhibiting high concern for both people and production—are most effective in fostering high performance and employee satisfaction. However, subsequent studies have shown that the effectiveness of any leadership style may also depend on situational factors and organizational context (Robbins & Coulter, 2005).

These leadership styles constitute the independent variables of the present study. Additionally, the study integrates relevant socio-demographic and socio-economic characteristics of employees—namely age, sex, educational attainment, job position, length of service, and monthly income level—as influencing factors. These variables are considered to potentially moderate or mediate the relationship between leadership behavior and employee commitment. Prior research by Mathieu and Zajac (1990) suggests that demographic characteristics significantly influence work attitudes, including organizational commitment, especially in culturally diverse organizational settings.

The dependent variable of this study is organizational commitment, which is operationalized using the widely accepted framework of Allen and Meyer (1990). This includes three core dimensions: Affective Commitment - emotional attachment to, identification with, and involvement in the organization. Continuance Commitment - awareness of the costs associated with leaving the organization. And the Normative Commitment - a feeling of obligation to remain with the organization.

Numerous studies support the relevance of these dimensions to organizational performance. For instance, Meyer and Allen (1997) found that affective commitment is strongly associated with increased employee engagement, job satisfaction, and reduced turnover. Similarly, normative commitment has been linked to enhanced organizational citizenship behavior (Meyer et al., 2002). Although continuance commitment may result in employees staying with an organization, it does not necessarily lead to enhanced performance, as it may be driven by necessity rather than genuine loyalty or motivation (Becker, 1992; Allen & Meyer, 1990).

Furthermore, research by Cheng et al. (2003) emphasizes the importance of commitment to supervisors, highlighting its significant correlation with both job satisfaction and performance. This suggests that managerial behavior, as reflected in the leadership styles of supervisors, plays a critical role in shaping employees' organizational commitment. Likewise, Rahman and Bullock (2005) confirmed that elements of Total Quality Management (TQM), such as workforce commitment, shared vision, and effective leadership, are positively related to both employee and organizational performance.

By adopting this conceptual framework, the present study aims to assess how the leadership styles reflected in Blake and Mouton's Managerial Grid, together with employee characteristics, influence the level of organizational commitment among employees of Bioseed Research Philippines, Inc. in Katangawan, General Santos City. The findings will offer evidence-based insights that can support leadership development initiatives and improve employee retention strategies.

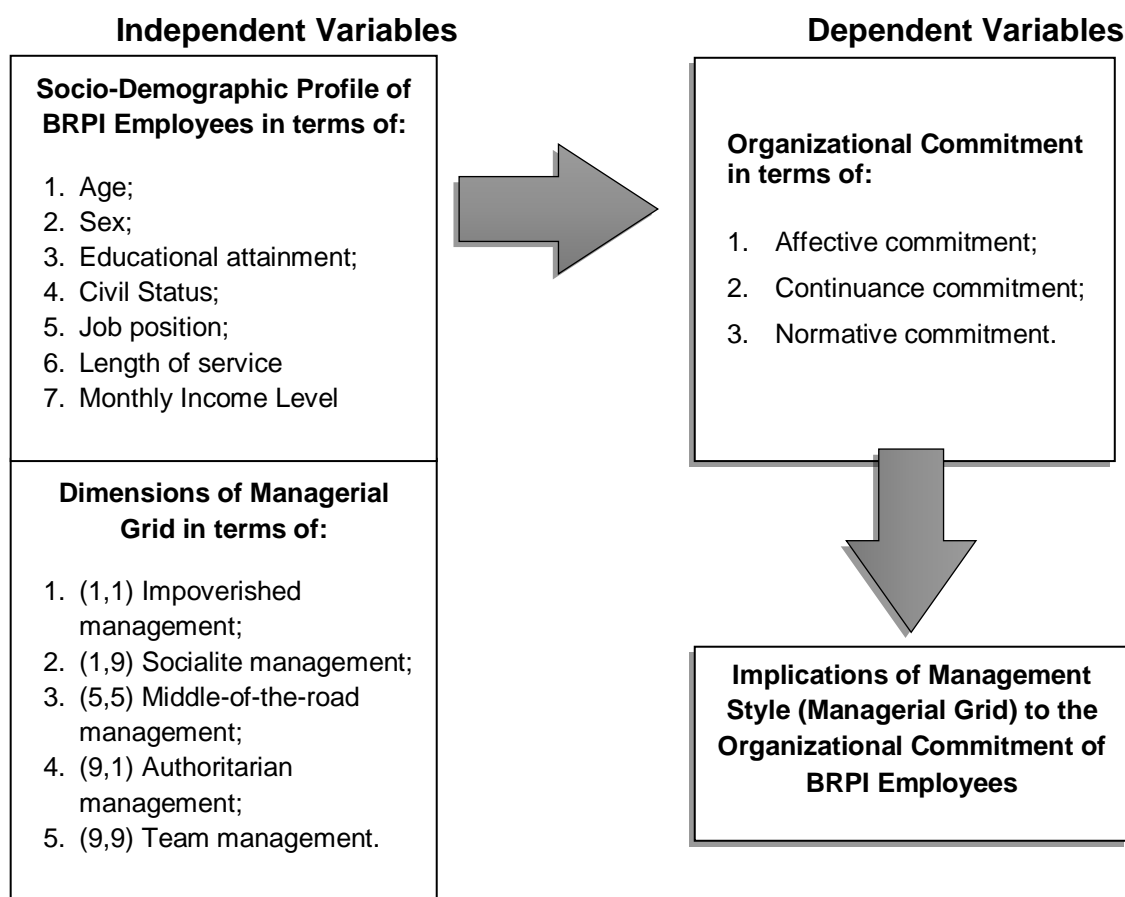


Figure 2. Conceptual Framework

Research Hypotheses

1. There is no significant relationship between the socio-demographic and socio-economic characteristics of the employees of Bioseed Research Philippines, Inc. and their level of organizational commitment, as measured through affective, continuance, and normative dimensions. Specifically, factors such as age, sex, educational attainment, civil status, job position, length of service, and monthly income do not significantly influence the employees' organizational commitment.
2. There is no significant relationship between the perceived leadership styles based on Blake and Mouton's Managerial Grid and the organizational commitment of the employees of Bioseed Research Philippines, Inc. The leadership styles considered include: (1,1) impoverished management; (1,9) socialite management; (5,5) middle-of-the-road management; (9,1) authoritarian management; and (9,9) team management.

Definition of Terms

To ensure clarity and consistency, the following key terms are both conceptually and operationally defined as used in this study:

Affective Commitment. Refers to an employee's emotional attachment to, identification with, and involvement in the organization, including beliefs, willingness, and desire to contribute toward achieving organizational goals (Meyer & Allen, 1991). Operationally, it is measured as one of the three components of organizational commitment in this study.

Age. Refers to the length of time an individual has lived or existed. Operationally, it is treated as an intervening variable that may influence the relationship between managerial style and organizational commitment.

Authoritarian Management (9,1). This management style is characterized by a strong focus on task completion with minimal concern for people. Leaders adopting this style are often controlling, directive, and emphasize productivity over interpersonal relationships (Blake & Mouton, 1964). Operationally, it represents one of the dimensions of the Managerial Grid utilized in this study.

Civil Status. Refers to an individual's legal relationship status in the context of marriage (e.g., single, married, divorced, widowed). Operationally, it serves as an intervening variable that may impact the organizational commitment of employees.

Continuance Commitment. A commitment type that involves an employee's perceived cost of leaving the organization, including loss of benefits, investments, or lack of alternatives (Meyer & Allen, 1991). Operationally, it is one of the three dimensions of organizational commitment assessed in this research.

Educational Attainment. Refers to the highest level of education completed by an individual within the formal education system. Operationally, it functions as an intervening variable that may influence perceptions of leadership and commitment.

Impoverished Management (1,1). This style reflects a low concern for both people and productivity. Leaders adopting this style demonstrate minimal effort, involvement, or initiative, often resulting in low team morale and output (Blake & Mouton, 1964). Operationally, it is one of the leadership styles assessed using the Managerial Grid.

Job Position. Denotes a person's rank or role within an organization's hierarchy, including the responsibilities and authority associated with that role. Operationally, it is treated as a demographic variable that may influence managerial perceptions and organizational commitment.

Length of Service. This term refers to the duration of time an employee has been employed within an organization. Operationally, it serves as an intervening variable, potentially influencing the employee's commitment and perception of management style.

Managerial Grid. The Managerial Grid that was developed by Blake and Mouton (1964), a two-dimensional framework that categorizes leadership behavior based on "concern for people" and "concern for production," resulting in five distinct leadership styles. Operationally, it is the tool employed in this study to assess perceived management styles at Bioseed Research Philippines, Inc.

Middle-of-the-Road Management (5,5). This management style seeks a balance between task completion and employee morale. Leaders avoid extremes and often compromise to maintain stability (Blake & Mouton, 1964). Operationally, it is one of the leadership dimensions assessed in the study.

Monthly Income Level. Refers to the regular financial remuneration an employee receives for their work monthly. Operationally, it is used as a socio-economic variable that may affect an employee's organizational commitment.

Normative Commitment. A commitment refers to an employee's sense of obligation to remain with the organization due to moral or ethical considerations (Meyer & Allen, 1991). Operationally, it is one of the three core components of organizational commitment analyzed in this research.

Organizational Commitment. Refers to the psychological attachment an employee has to their organization, encompassing affective, continuance, and normative dimensions (Robbins & Coulter, 2005). Operationally, it refers to the level of employee commitment measured across the three dimensions within Bioseed Research Philippines, Inc.

Socialite Management (1,9). This leadership style exhibits high concern for people but low concern for productivity. Leaders prioritize team harmony and employee satisfaction, often at the expense of task

performance (Blake & Mouton, 1964). Operationally, it is one of the leadership styles classified under the Managerial Grid framework.

Team Management (9,9). This is considered the most effective leadership style in the Managerial Grid. It demonstrates a high concern for both people and productivity, fostering collaboration, commitment, and high performance (Blake & Mouton, 1964). Operationally, it is one of the key management styles examined in relation to employee commitment in this study.

Sex. Refers to the biological classification of individuals as male or female. Operationally, it is used as an intervening demographic variable in the analysis of organizational commitment.

RESEARCH METHODOLOGY

This chapter describes the research design, the respondents and informants, the locale of the study, the research instruments, the data gathering procedures and the statistical treatment.

Research Design

This study employed a descriptive quantitative research design to examine the organizational commitment of employees at Bioseed Research Philippines, Inc. Data were collected through a structured survey questionnaire, which assessed employees' perceptions of management styles based on Blake and Mouton's Managerial Grid, as well as their levels of organizational commitment. The questionnaire also captured respondents' socio-demographic and socioeconomic profiles, including age, sex, civil status, educational attainment, job position, length of service, and monthly income level.

Descriptive statistics were utilized to summarize the demographic characteristics and perceptions of the respondents. To determine the influence of the independent variables—the five dimensions of the Managerial Grid [(1,1) Impoverished Management, (1,9) Socialite Management, (5,5) Middle-of-the-Road Management, (9,1) Authoritarian Management, and (9,9) Team Management]—on the dependent variables (affective commitment, continuance commitment, and normative commitment), multiple linear regression analysis was employed. This inferential statistical method was also used to evaluate the extent to which organizational commitment was affected by employees' socio-demographic and socioeconomic profiles.

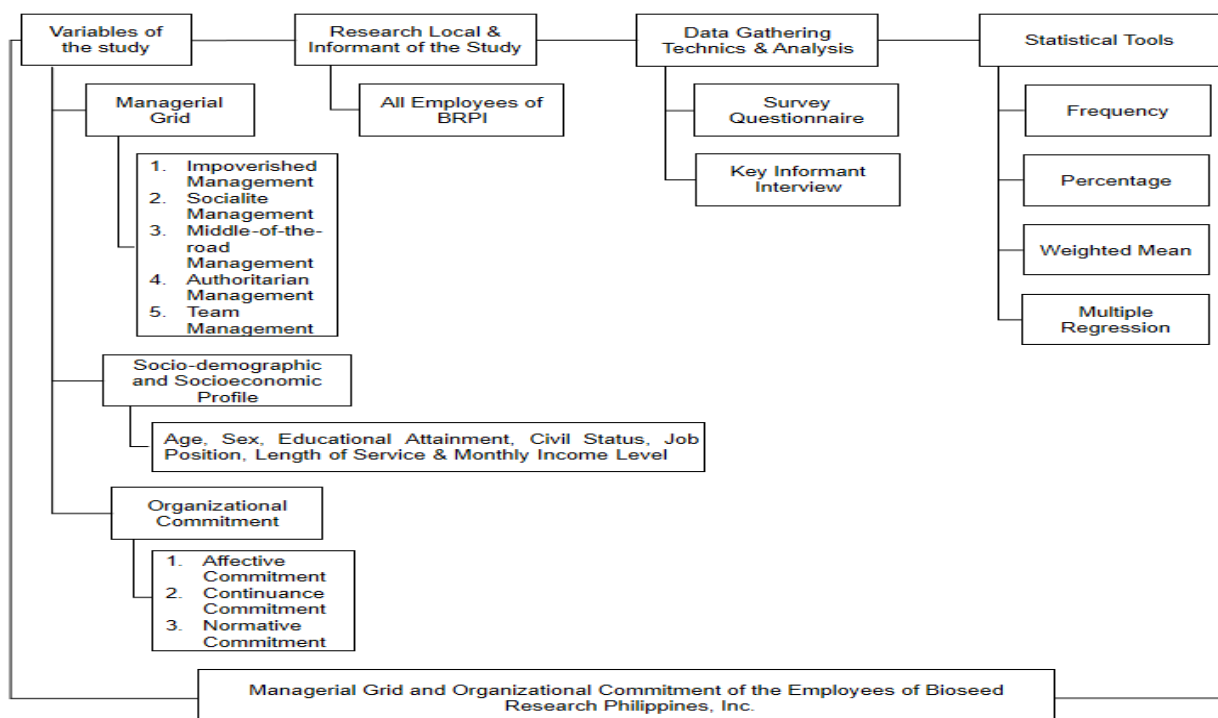


Figure 3. Research Design

Correlation and regression analyses were conducted to determine the nature and strength of relationships among variables and to establish predictive associations. As emphasized by Gomez and Gomez (1984), such analytical procedures are essential for differentiating clearly between independent and dependent variables in behavioral and organizational research.

Respondents of the Study

The researcher employed the total enumeration sampling method, wherein the entire population of employees at Bioseed Research Philippines, Inc. was included as respondents in the study. This approach ensured comprehensive data collection by involving all employees, regardless of their employment status. Both regular and probationary employees were considered as respondents, thereby allowing for a more inclusive and representative assessment of perceptions regarding managerial styles and organizational commitment.

Table 1. Distribution of Respondents

Employees	No. of Person
Managers	5
Zonal Managers	4
Supervisors	30
Associates	35
Total	74

Research Locale

This study was conducted at Bioseed Research Philippines, Inc. (BRPI), a subsidiary of Shriram Bioseed Genetics India, under the umbrella of DCM Shriram Consolidated Limited (DCM Shriram Group). The parent company, established in 1989, is a prominent Indian conglomerate with diversified business interests and a consolidated market value of approximately USD 550 million. The group's venture into biotechnology is a strategic extension of its core businesses, particularly in the agricultural sector.

BRPI was established in the Philippines in 1992, and it has since evolved into a recognized company of international repute within the seed industry. Its operational strength lies in its ability to provide high-performance hybrid seed products that meet the demands of modern agriculture. The company is committed to product innovation and field-based performance, which have contributed significantly to its growth and competitiveness in the industry.

The company's main office is located along the National Highway in Katangawan, General Santos City, which serves as the central hub of its operations and administrative activities. In addition, a satellite office is situated in Sta. Rita, Aurora, Isabela, supporting the company's field and research activities in Northern Luzon. These sites collectively provided the geographical and organizational context for the conduct of the study.

The selection of Bioseed Research Philippines, Inc. as the research locale was primarily based on its organizational structure, employee diversity, and active implementation of leadership and management practices, which are aligned with the variables examined in this research.

Research Instrument

The instruments utilized in this study were adapted from established tools and refined in consultation with the research adviser and thesis committee to ensure validity and reliability.

To assess the respondents' perceptions of their managers' leadership styles, the study employed the Managerial Grid developed by Blake and Mouton (1985). Also referred to as the Leadership Grid, this instrument

evaluates leadership behavior along two axes: concern for people and concern for production. It identifies five primary management styles: (1,1) Impoverished Management, (1,9) Socialite Management, (5,5) Middle-of-the-Road Management, (9,1) Task-Oriented (Authoritarian) Management, and (9,9) Team Management. The 18-item instrument provides insights into how leaders balance task performance and interpersonal relationships in managing teams.

To measure organizational commitment, the study adapted the Organizational Commitment Questionnaire (OCQ) developed by Allen and Meyer (1990). This instrument was selected for its well-documented internal consistency and reliability, supported by previous studies (Allen & Meyer, 1990; Mowday, Steers, & Porter, 1979). The OCQ captures three dimensions of organizational commitment: affective commitment (emotional attachment to the organization), continuance commitment (perceived costs of leaving the organization), and normative commitment (felt obligation to remain).

Respondents rated 24 items using a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). Six negatively phrased items were reverse scored to mitigate potential response bias.

The survey questionnaire was structured into three parts:

Part I: Gathered demographic and occupational profile data, including age, sex, educational attainment, civil status, job position, length of service, and monthly income level.

Part II: Measured the respondents' perceptions of managerial style using the Managerial Grid.

Part III: Evaluated organizational commitment based on the Organizational Commitment Questionnaire.

Before the final administration, the instrument underwent pre-testing to ensure clarity and comprehensibility. Revisions were made as needed, and the final version was reviewed and approved by the research adviser and thesis committee.

Data Gathering Procedure

To ensure the systematic and ethical collection of data, the following procedures were undertaken:

1. A formal letter of request was sent to the Human Resource Manager and General Manager of Bioseed Research Philippines, Inc. to seek approval for the conduct of the survey among the company's employees.
2. Upon securing the necessary approvals, the researcher informed the research adviser and obtained clearance to proceed with the study.
3. A pre-test of the research instrument was conducted among selected employees of Bioseed Research Philippines, Inc., as recommended by the research adviser.
4. The pre-test aimed to evaluate the clarity, relevance, and structure of the questionnaire items and instructions. Feedback from the participants was considered, and necessary revisions were made to address issues related to ambiguity and wording.
5. After finalizing the questionnaire, the researcher prepared the appropriate number of copies corresponding to the total number of target respondents, ensuring that each participant received a complete and consistent set of the instrument.
6. The finalized survey questionnaires were personally administered by the researcher to all respondents to ensure proper guidance and to clarify any immediate concerns.
7. After completion, all questionnaires were retrieved by the researcher for data consolidation.
8. The responses were then tabulated, encoded, and systematically processed for analysis using appropriate statistical tools.
9. The processed data served as the basis for deriving findings relevant to the research objectives.
10. Finally, the results were interpreted to draw meaningful conclusions and formulate evidence-based recommendations.

Statistical Treatment

The data gathered were organized and processed both manually and with the aid of computer software to ensure accurate and systematic interpretation of results. Matrix tables were developed to effectively organize, summarize, and analyze the data. This facilitated a clearer understanding of patterns, relationships, and trends relevant to the research objectives.

The following statistical tools were employed:

1. Frequency counts and percentages for the determination of the respondents' socio-demographic and socioeconomic profile.

$$\text{Formula} : P = f/n \times 100$$

Where : $P = \text{Percentage}$

$f = \text{Frequency}$

$n = \text{Total No. of population}$

2. Weighted mean for the assessment of the respondents' perceptions of their managers' management style based on Blake and Mouton's managerial grid.

$$\text{Formula} : \bar{x} = \frac{\sum wM}{n}$$

Where : $\bar{x} = \text{weighted mean}$

$\Sigma = \text{summation}$

$w = \text{weighted factor}$

$N = \text{total no. of respondents}$

$x = \text{score}$

3. Weighted mean for the assessment of the respondents' levels of organizational commitment. (same as no. 2)
4. Multiple linear regression analysis for the determination of the relationship of the organizational commitment of the employees of BRPI to their socio-demographic profile (i.e. age, sex, educational attainment, civil status, job position, and length of service).
5. Multiple linear regression analysis for the determination of the relationship of the organizational commitment of the employees of BRPI to the management style in the managerial grid exhibited by their managers in terms of: (1,1) impoverished management style; (1,9) Socialite management; (5,5) middle-of-the-road management style; (9,1) task management style; (9,9) team management style.

All statistical tests were done at 0.05 level of significance.

Data Interpretation

Quantitative data were analyzed using both descriptive and inferential statistical methods. To interpret the respondents' perceptions and levels of organizational commitment, the weighted mean was computed for each variable. The following scale was used to interpret the weighted mean scores, following standardized rounding-off rules:

Table 2. Mean Range and Interpretation

Range	Interpretation
4.5 – 5.0	Strongly Agree
3.5 – 4.4	Agree
2.5 – 3.4	Moderately Agree
1.5 – 2.4	Disagree
1.0 – 1.4	Strongly Disagree

A significance level (α) of 0.05 was set as the threshold for all statistical inferences. Multiple linear regression analysis was employed to determine the predictive relationship between the dimensions of the Managerial Grid and the employees' organizational commitment, as well as the influence of their socio-demographic and socioeconomic profiles.

If the p-value for an individual predictor is less than 0.05, the relationship between that predictor and the dependent variable is considered statistically significant. Conversely, if the p-value exceeded 0.05, the relationship is considered not statistically significant.

Additionally, the overall model significance was assessed using the F-test. If the Sig. F value is less than 0.05, the regression model was deemed to have a statistically significant predictive relationship between the independent and dependent variables. However, if the Sig. F value is greater than 0.05, the model did not demonstrate a significant predictive relationship. In such cases, the null hypothesis will be retained.

RESULTS AND DISCUSSION

This chapter presents, analyzes, and interprets the data gathered in the study. The findings are organized and discussed in relation to the socio-demographic and socioeconomic profiles of the respondents, their perceptions of the managerial grid, and their organizational commitment.

Socio-demographic and Socio-economic Profile

Age is a key demographic characteristic that can provide insights into the perspectives of respondents. It also serves as a proxy for maturity and experience in the workplace.

Table 3.1. Frequency and Distribution of Respondents according to Age

Indicators	Distribution of Respondents	
	Frequency	Percentage
20-29	13	18
30-39	41	55
40-49	14	19
50-60	6	8
Total	74	100

As shown in Table 3.1, the majority of the respondents (55%) are aged 30–39, followed by those aged 40–49 (19%). This indicates that the workforce is largely composed of experienced individuals. Employees aged 50–60 years represent 8% and are likely nearing retirement.

Table 3.2. Frequency and Distribution of Respondents according to Sex

Indicators	Distribution of Respondents	
	Frequency	Percentage
Male	54	73
Female	20	27
Total	74	100

Table 3.2 indicates that the majority of BRPI employees are male (73%), who are often assigned to field-based roles. Although the field is male-dominated, female deployment in technical roles has begun. According to

Tropical Agricultural Research (2014), male and female perceptions of agriculture differ significantly, with men more represented in labor-intensive roles.

Table 3.3. Frequency and Distribution of Respondents according to Educational Attainment

Indicators	Distribution of Respondents	
	Frequency	Percentage
High School Graduate	4	5
College Graduate	63	85
Graduate	7	10
Total	74	100

Table 3.3 shows that 63 or 85% of the respondents are college graduates. It indicates that the BRPI meets the minimum educational requirement for its employees especially to those with technical-professional functions. Also, it is good indication that other employees (7 or 10%) are having graduate degrees and others are currently taking master's program to enhance their skills in their respective fields of expertise. This is to hone their potentials in delivering best practices towards their functions.

The results further imply that the level of education qualification among employees of BRPI is high due to continuous education of the employees.

Table 3.4. Frequency and Distribution of Respondents according to Civil Status

Indicators	Distribution of Respondents	
	Frequency	Percentage
Married	53	72
Single	21	28
Total	74	100

Source: Pacheca, R. (2018)

Table 3.4 shows that 53 or 72% of the respondents are married and 21 or 28% are single. According to the respondents, BRPI can provide their physiological needs. BRPI provide them sustainable source of income for themselves and for their family. Hence, employees in the company are dominated by married people.

Table 3.5. Frequency and Distribution of Respondents according to Job Position

Indicators	Distribution of Respondents	
	Frequency	Percentage
Associate	35	47
Supervisor	30	41
Zonal Manager	4	5
Manager	5	7
Total	74	100

Source: Pacheca, R. (2018)

Table 3.5 shows that 35 or 47% of respondents are associate level, while 34 or 4% belongs to middle management category. Moreover, there were 5 or 7% of the respondents are managers. These managers oversee the day to day operations of the company together with the middle management (Zonal Managers & Supervisors).

Table 3.6. Frequency and Distribution of Respondents according to Length of Service

Indicators	Distribution of Respondents	
	Frequency	Percentage
5 years and below	27	36
6-10 years	24	32
11-15 years	14	19
16-20 years	8	11
21 years and above	1	2
Total	74	100

Source: Pacheca, R. (2018)

Table 3.6 shows that majority (38 or 51%) of the respondents have been in BRPI from 6 to 15 years. Only 9 or 13% stay in the company for 16 years and above. This implies that employees of BRPI are new joiners but it is a good indication also that employees are committed with the company given that there were 51% of the respondents are working in the company for 6-15 years.

Table 3.7. Frequency and Distribution of Respondents according to Monthly Income level

Indicators	Distribution of Respondents	
	Frequency	Percentage
P24,999 below	41	55
P25,000-P59,999	11	15
P60,000-P99,999	17	23
P100,000 and above	5	7
Total	74	100

Source: Pacheca, R. (2018)

Table 3.7 shows that majority of the employees / respondents (41 or 55%) are earning in a monthly income below P24,999.00 and below. 33 or 45% receives a monthly compensation of P25,000.00 and above. It is also informed that the company gives monthly salary above the mandated minimum salary and wage order. According to Lorenzo (2011), employees are retained in the organization not because they are committed but because they are happy with the salary that the company pays to them. It is mandatory that they perform their duties and responsibilities because they are paid accordingly.

Table 3.8. Mean Result of the Respondent's Socio-demographic and Socio-economic Profile

Socio-demographic and Socioeconomic Profile	Mean	Description	Remarks
Age	2.18	Significant number of the respondents are within 30-39	Significant number of the respondents are experienced employees

		years old bracket	
Sex	1.27	Significant number of the respondents are male.	There is a prevalence of male employees working with Bioseed Research Philippines, Inc.
Educational Attainment	2.04	Significant number of the respondents are college graduates	Significant number of the respondents have satisfied the minimum educational requirement for their positions.
Civil Status	1.28	Majority of the respondents are married	There is a prevalence of married employees working with Bioseed Research Philippines, Inc.
Job Position	1.72	Significant number of the respondents are associates and supervisors	There is significant number of associates and supervisors working in the company
Length of Service	2.08	Significant number of the respondents are less than 5 years in service	Significant number of Bioseed Research Philippines, Inc. employees are newly in the company
Monthly Income Level	1.81	Significant number of the respondents have monthly income of less than P24,999	Significant number of Bioseed Research Philippines, Inc. employees are earning monthly higher than the minimum wage order

Table 3.8 indicates significant number of the respondents are experienced or specialist employees with age bracket of 30-39 years old, dominated by male, with minimum educational attainment as to their position, married, new joiner and receiving fair and enough monthly income. This implies that BRPI is composed of competent, committed and skilled employees which were deployed to respective areas of responsibilities.

Mean Levels of the Respondents' Perceptions on their Managers' Management Style Based on Blake and Mouton's Managerial Grid

Table 4. Mean Levels of the Respondents' Perceptions on their Managers' Management Style Based on Blake and Mouton's Managerial Grid

Indicators (Managerial Grid)	Frequency	Percentage
(1,1) Impoverished	-	-
(1,9) Socialite	-	-
(5,5) Middle-of-the-road	-	-
(9,1) Authoritarian	-	-
(9,9) Team Leadership	74	100
TOTAL	74	100

Source: Pacheca, R. (2018)

Table 4 presents the mean results of the respondents' perceptions on the management style of their managers at Bioseed Research Philippines, Inc. (BRPI), based on the Blake and Mouton Managerial Grid. All respondents (100%) identified the (9,9) Team Leadership style as the prevailing management approach within the organization. This implies that BRPI's management is perceived to be strong in both task orientation and concern for people. Such a style fosters mutual respect and interdependence, with work accomplishment seen as a shared goal. Employees recognize the importance of collective efforts, resulting in relationships grounded in trust and respect.

Table 4.1 shows the mean results of respondents' perceptions on affective organizational commitment. The findings reveal that most employees (56.76%) moderately agree that the organization holds personal meaning for them. Moreover, 59.46% agree they would be very happy to spend the rest of their career at BRPI, and 56.76% agree that they perceive the organization's problems as their own. In contrast, a significant portion of respondents disagreed with negatively phrased statements: 58.11% disagreed with the statement "I do not feel like part of a family," 62.16% disagreed with "I do not feel emotionally attached," and 55.41% disagreed with "I do not feel a strong sense of belonging."

These results suggest a moderate level of affective commitment, with most employees feeling emotionally invested and aligned with the organization's values and goals, though opportunities remain to further enhance emotional connection and belongingness.

Table 4.1. Mean Level of Respondents' Organizational Commitment: Affective Commitment

Affective Commitment	Percentages of Responses					Total	Mean	Description
	5	4	3	2	1			
I would be very happy to spend the rest of my career in this organization	8.11 %	59.46 %	31.08 %	1.35 %	0.00 %	100 %	3.74	Agree
I really feel as if this organization's problems are my own.	1.35 %	56.76 %	41.89 %	0.00 %	0.00 %	100 %	3.59	Agree
I do not feel like part of my family in this organization.	0.00 %	0.00 %	28.38 %	58.11 %	13.51 %	100 %	2.15	Disagree
I do not feel emotionally attached to this organization.	0.00 %	1.35 %	28.38 %	62.16 %	8.11 %	100 %	2.23	Disagree
This organization has a great deal of personal feeling for me.	0.00 %	2.70 %	56.76 %	40.54 %	0.00 %	100 %	2.62	Moderately Agree
I do not feel a strong sense of belonging to this organization.	0.00 %	0.00 %	25.68 %	55.41 %	18.92 %	100 %	2.36	Disagree
Weighted Mean							2.78	Moderately Agree

Source: Pacheca, R. (2018)

Legend: 5 Strongly Agree

4 Agree

3 Moderately Agree

2 Disagree

1 Strongly Disagree

To summarize, the respondents are **moderately agree** ($\bar{x} = 2.78$) on the organizational commitment in terms of affective commitment. This suggests that the employees of Bioseed Research Philippines, Inc. (BRPI) are willing to spend the rest of their career in staying in the company.

Table 4.2. Mean Level of Respondents' Organizational Commitment: Continuance Commitment

Continuance Commitment	Percentages of Responses					Total	Mean	Description
	5	4	3	2	1			
It would be very hard for me to leave my job at this organization right now even if I wanted to.	0.00 %	60.81 %	37.84 %	1.35 %	0.00 %	100 %	3.59	Agree
Too much of my life would be disrupted if I leave my organization.	0.00 %	14.86 %	45.95 %	12.16 %	27.03 %	100 %	2.49	Moderately Agree
Right now, staying with my job at this organization is a matter of necessity as much as desire.	0.00 %	22.97 %	36.49 %	37.84 %	2.70 %	100 %	2.80	Disagree
I believe I have too few options to consider leaving this organization.	0.00 %	1.35 %	60.81 %	32.43 %	5.41 %	100 %	2.58	Moderately Agree
One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.	0.00 %	0.00 %	48.65 %	44.59 %	6.76 %	100 %	2.42	Moderately Agree
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.	0.00 %	1.35 %	66.22 %	31.08 %	1.35 %	100 %	2.68	Moderately Agree
Weighted Mean							2.76	Moderately Agree

Source: Pacheca, R. (2018)

Legend: 5 Strongly Agree

4 Agree

3 Moderately Agree

2 Disagree

1 Strongly Disagree

Table 4.2 shows the mean results on the perceptions of the employees of Bioseed Research Philippines, Inc. (BRPI) on their organizational commitment in terms of continuance commitment. A great majority of the respondents (60.81%) **agree** that it would be very hard for them to leave their jobs in this organization right now even if they wanted to;(45.95%) **agree** that as much of their lives would be disrupted if they leave the organization. They (37.84%) **disagree** that staying with their jobs in the BRPI Company is a matter of necessity as much as desire.

Furthermore, they **moderately agree** (60.81%) that they have too few options to consider in leaving the organization. Also, the respondents **moderately agree** (48.65%) that one of the few negative consequences of leaving their jobs in the company would be the scarcity of available alternatives elsewhere. They also **moderately agree** (66.22%) one of the major reasons they would continue to work in the company is that leaving would require considerable personal sacrifices. This, in fact is the most compelling reason why the employees manifest continuance commitment to BRPI.

To summarize, the respondents **moderately agree** ($\bar{x} = 2.76$) on the organizational commitment in terms of continuance commitment. This suggests that the employees are willing to spend the rest of their careers by staying in the organization because leaving would be a very hard for them even if they wanted to.

Table 4.3 shows the mean results on the perceptions of the employees of Bioseed Research Philippines Inc. (BRPI) on their organizational commitment in terms of normative commitment. The respondents (44.59%) **moderately agreed** that even if it is on their advantage, employees do not feel it would be right to leave the company. A great majority of the respondents (67.57%) **agree** that the management and the organization as a whole deserves their (79.73%) **agree** loyalty and would not leave the company at the moment because of the sense of obligation. However, the respondents (43.24%) **strongly disagree** on the notion that they do not feel any obligation to remain with the company.

Table 4.3. Mean Level of Respondents' Organizational Commitment: Normative Commitment

Normative Commitment	Percentages of Responses					Total	Mean	Description
	5	4	3	2	1			
I do not feel any obligation to remain with my organization.	0.00%	0.00%	24.32%	32.43%	43.24%	100%	1.81	Disagree
Even if it were to my advantage, I do not feel it would be right to leave.	1.35%	18.92%	44.59%	25.68%	9.46%	100%	2.77	Moderately Agree
I would feel guilty if I left this organization now.	0.00%	12.16%	83.78%	4.05%	0.00%	100%	3.08	Moderately Agree
This organization deserves my loyalty.	0.00%	67.57%	32.43%	0.00%	0.00%	100%	3.68	Agree
I would not leave my organization right now because of my sense of obligation to it.	2.70%	79.73%	17.57%	0.00%	0.00%	100%	3.85	Agree
I owe a great deal to this organization.	2.70%	89.19%	8.11%	0.00%	0.00%	100%	3.95	Agree
Weighted Mean							3.19	Moderately Agree

Source: Pacheca, R. (2018)

Legend:

- 5 Strongly Agree
- 4 Agree
- 3 Moderately Agree
- 2 Disagree
- 1 Strongly Disagree

To summarize, the respondents **moderately agree** ($\bar{x}=3.19$) on the organizational commitment in terms of normative commitment. This suggests that the employees of Bioseed Research Philippines, Inc. (BRPI) would not leave the organization because of the sense of obligation and they owe a great deal to it.

The Organizational Commitment and Socio-demographic and Socioeconomic Profile of the Employees of Bioseed Research Philippines, Inc.

Table 5.1 shows that BRPI employees' organizational commitment in terms of affective commitment is **not significantly** affected by their socio-demographic and socioeconomic profile as manifested by the α values which are higher than the p – value of 0.05.

Generally, BRPI employee's socio-demographic and socioeconomic profile have **no significant** effect on their affective commitment as indicated by the Significance F value of 0.5399, which is higher than the 0.05 level of significance. Therefore, the null hypothesis is accepted. In terms of r square, 8% of the affective commitment is attributed to the socio – demographic and economic profile of the employees.

Table 5.1. Regression Results on the Relationship Between the Employees' Socio-demographic and Socioeconomic Profile and their Affective Commitment

Socio-demographic and Socioeconomic Profile	Affective Commitment				
	Beta	t-value	p-value	α	Remarks
Age	0.0299	0.3501	0.7274	0.2726	Not Significant
Sex	-0.1546	-1.4058	0.1645	0.8355	Not Significant
Educational Attainment	-0.0654	-0.4488	0.6550	0.3450	Not Significant
Civil Status	0.0416	0.3551	0.7236	0.2764	Not Significant
Job Position	-0.0699	-0.6592	0.5121	0.4879	Not Significant
Length of Service	0.0426	0.7297	0.4682	0.5318	Not Significant
Monthly Income Level	0.0519	0.5876	0.5588	0.4412	Not Significant
Multiple R:	0.2897				
R Square:	0.0839				
F Value:	0.8635				
Significance F:	0.5399				

According to Fisher (2007), men and women perceive work commitment differently. While both genders must find a work/file balance, this can be particularly tricky for women who are generally considered to be the primary caregivers of children as well as the person most responsible for maintaining the household.

Table 5.2. Regression Results on the Relationship Between the Employees' Socio-demographic and Socioeconomic Profile and their Continuance Commitment

Socio-demographic and Socioeconomic Profile	Continuance Commitment				
	Beta	t-value	p-value	α	Remarks
Job Position	-0.0030	-0.0199	0.9842	0.0158	Significant
Monthly Income Level	0.0014	0.0114	0.9909	0.0091	Significant
Multiple R:	0.2819				
R Square:	0.1395				
F Value:	0.0639				
Significance F:	0.0490				

Table 5.2 shows that BRPI employees' organizational commitment in terms of continuance commitment is **significantly** affected by job position and monthly income level as manifested by the α value of 0.0158 and 0.0091 respectively. According to Al-Kahtany, 1998; Wiener & Vardi, 1980, the results indicate that it has a positive effect to employee's commitment towards the organization he/she works for. It has been found that a positive relationship on job position and employee's commitment exists. The positive relationship could be due to the fact that employees who occupy top-level or heading the department have more pay and prestige. As a result, employees tend to be more committed. Additionally, the result indicates that there was a positive effect between compensation and employee's commitment. And this effect was statistically significant at 0.05 level of significance. A logical explanation for such relationship is that monthly income level is one of the most important factors that assess employee's attitude toward their organization.

Table 5.3 shows that BRPI employees' normative commitment is **not significantly** affected by their socio-demographic and socioeconomic profile (age, sex, educational attainment, civil status, job position, length of service and monthly income level) as manifested by the α values which are higher than the p - value 0.05.

Generally, the socio-demographic and socioeconomic profile has no significant effect on the normative commitment of the employees as indicated by the Sig F value 0.1584 which is higher than the 0.05 level of significance. Therefore, the null hypothesis is accepted. In terms of r square, 14% of the normative commitment is attributed to the socio – demographic and economic profile of the employees.

Table 5.3. Regression Results on the Relationship Between the Employees' Socio-demographic and Socioeconomic Profile and their Normative Commitment

Socio-demographic and Socioeconomic Profile	Normative Commitment				
	Beta	t-value	p-value	α	Remarks
Age	0.0907	1.4322	0.1568	0.8432	Not Significant
Sex	0.1839	2.2544	0.0275	0.9725	Not Significant
Educational Attainment	0.0135	0.1245	0.9013	0.0987	Not Significant
Civil Status	0.0080	0.0922	0.9268	0.0732	Not Significant
Job Position	0.0914	1.1625	0.2492	0.7508	Not Significant
Length of Service	0.0191	0.4412	0.6605	0.3395	Not Significant
Monthly Income Level	-0.1160	-1.7720	0.0810	0.9190	Not Significant

Multiple R:	0.3783				
R Square:	0.1431				
F Value:	1.5749				
Significance F:	0.1584				

Bakan (1998) found that employees' educational backgrounds significantly influenced their level of normative commitment. Individuals who completed university or vocational education exhibited higher levels of commitment compared to those who only finished high school or had no formal education. Supporting this, previous studies have highlighted the influence of fairness and relational capital on employee commitment, suggesting that these factors can contribute to shifts in commitment levels over time (Conway & Monks, 2007). Gender-based hypotheses indicate that women tend to score higher on most commitment-related antecedents, which may lead to greater openness to organizational change. This aligns with research suggesting that women are generally more cooperative and more likely to adhere to directives (Eckel & Grossman, 1998). Conversely, Knoke (1988) reported that women displayed lower organizational commitment than men, though other studies found no significant gender-based differences. Additionally, Cedrick (2013) observed that demographic variables such as marital status, age, length of service, and salary did not significantly affect levels of organizational commitment.

The Organizational Commitment and Managerial Grid of the Employees of Bioseed Research Philippines, Inc.

Table 6.1 presents the regression results examining the relationship between BRPI employees' perceptions of managerial grid styles and their affective commitment. The findings indicate that none of the managerial grid dimensions significantly influence employees' affective commitment, as evidenced by p-values exceeding the 0.05 significance threshold. Furthermore, the R^2 value reveals that only 11% of the variance in affective commitment can be explained by the managerial grid factors.

Overall, the types of managerial styles employed within BRPI do not significantly impact employees' organizational commitment. This is further supported by the F-test significance value of 0.1392, which also exceeds the 0.05 level of significance. Therefore, the null hypothesis—stating that there is no significant relationship between managerial grid style and affective commitment—is accepted.

Table 6.1. Regression Results on the Relationship Between the Managerial Grid and Employees' Affective Commitment

Managerial Grid	Affective Commitment				
	Beta	t-value	p-value	α	Remarks
Impoverished Management	-0.2021	-0.6245	0.5344	0.4656	Not Significant
Socialite Management	-0.0707	-0.1998	0.8422	0.1578	Not Significant
Middle-of-the-Road Management	-0.1512	-1.1055	0.2728	0.7272	Not Significant
Authoritarian Management	-0.3218	-1.2266	0.2242	0.7758	Not Significant
Team Management	0.6170	1.7244	0.0892	0.9108	Not Significant
Multiple R:	0.3360				
R Square:	0.1129				
F Value:	1.7313				
Significance F:	0.1392				

Owan (2003) emphasized that team-based approaches in the workplace can enhance innovation, improve quality and productivity, increase organizational flexibility and responsiveness, and lead to more efficient customer service. Moreover, these approaches can shorten the time required to bring new, market-viable products to fruition. Given the critical role teams play in organizational performance, it is essential to proactively manage team dynamics to ensure effectiveness. While leaders are accountable for their teams' outcomes, adopting a service-oriented leadership style has emerged as a key factor in promoting team success and enhancing overall productivity.

Table 6.2 presents the regression analysis results on the relationship between BRPI employees perceived managerial grid styles and their level of continuance commitment. The findings reveal that the managerial grid indicators do not have a statistically significant impact on continuance commitment, as all p-values (α) exceed the 0.05 level of significance. This indicates that the various managerial styles perceived by employees are not influential factors in their decision to remain with the organization based on costs associated with leaving.

Moreover, the overall model shows no significant implication of the managerial grid on continuance commitment, as demonstrated by the F-test significance value of 0.3458, which is also above the 0.05 threshold. As such, the null hypothesis—stating that there is no significant relationship between the perceived managerial grid and continuance commitment—is accepted. The R^2 value indicates that only 7% of the variance in continuance commitment can be attributed to the managerial grid factors.

Table 6.2. Regression Results on the Relationship Between the Managerial Grid and Employees' Continuance Commitment

Managerial Grid	Continuance Commitment				
	Beta	t-value	p-value	α	Remarks
Impoverished Management	-0.5103	-1.0899	0.2796	0.7204	Not Significant
Socialite Management	0.6702	1.3095	0.1948	0.8052	Not Significant
Middle-of-the-Road Management	-0.4083	-2.0623	0.0430	0.9570	Not Significant
Authoritarian Management	-0.1349	-0.3553	0.7234	0.2766	Not Significant
Team Management	0.5807	1.1213	0.2661	0.7339	Not Significant
Multiple R:	0.2786				
R Square:	0.0776				
F Value:	1.1442				
Significance F:	0.3458				

Table 6.3 presents the regression analysis results on the influence of BRPI employees perceived managerial grid styles on their organizational commitment, specifically in terms of normative commitment. The findings indicate no statistically significant relationship between the managerial grid indicators and normative commitment, as shown by the p-values (α) exceeding the 0.05 significance level.

Overall, the managerial grid styles employed by BRPI's management do not significantly impact employees' sense of obligation or moral responsibility to remain with the organization. This is further supported by the F-test significance value of 0.7240, which is also above the 0.05 threshold. As a result, the null hypothesis—stating that there is no significant relationship between the perceived managerial grid and normative commitment—is accepted.

Table 6.3. Regression Results on the Relationship Between the Managerial Grid and Employees' Normative Commitment

Managerial Grid	Continuance Commitment				
	Beta	t-value	p-value	<i>a</i>	Remarks
Impoverished Management	0.2012	0.7793	0.4385	0.5615	Not Significant
Socialite Management	-0.0549	-0.1946	0.8463	0.1537	Not Significant
Middle-of-the-Road Management	0.1082	0.9911	0.3252	0.6748	Not Significant
Authoritarian Management	-0.0903	-0.4312	0.6677	0.3323	Not Significant
Team Management	-0.1057	-0.3702	0.7124	0.2876	Not Significant
Multiple R:	0.2003				
R Square:	0.0401				
F Value:	0.5683				
Significance F:	0.7240				

According to Dick (1994), employee loyalty is understood as the strength of the connection between an individual's attitude and their repeated engagement or commitment to the organization. This relationship is influenced by both social norms and situational factors that may mediate or shape the expression of loyalty.

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary, findings, conclusions and corresponding recommendations of the study.

Findings

The key findings of the study are as follows:

Socio-Demographic and Socioeconomic Profile of BRPI Employees

1. A significant portion of the respondents are within the 30–39-year-old age group.
2. Most of the respondents are male.
3. Most of the respondents hold college degrees.
4. A large percentage of the respondents are married.
5. The majority hold associate-level positions.
6. Most are newly hired or in the early stages of employment.
7. A considerable number of respondents earn a monthly income of ₱24,999 and below.

Perceptions of Managerial Grid Style

The mean responses of BRPI employees on perceived management styles suggest that team leadership is the most observed style within the organization. This management style reflects a high concern for both task accomplishment and employee well-being. The results imply that BRPI's leadership approach is well-balanced

in terms of productivity and people-orientation. Effective work performance, therefore, is associated with shared goals, employee commitment, and a culture of trust and respect between staff and management.

Organizational Commitment

Affective Commitment

Respondents generally agreed that the organization holds personal significance for them. Many expressed moderate agreement about being happy to spend the rest of their career at BRPI and feeling responsible for the organization's concerns. However, there was some disagreement regarding emotional attachment, feelings of family, and belongingness within the organization.

Continuance Commitment

Respondents moderately agreed that leaving the organization would be difficult and would cause disruption in their lives. They also recognized that staying is influenced by both necessity and desire. Many acknowledged a lack of better alternatives and believed leaving would entail significant personal sacrifices.

Normative Commitment

Respondents moderately agreed that the organization deserves their loyalty, even when doing so may not necessarily serve their immediate personal interests. However, they disagreed with statements suggesting they feel no obligation to remain with the company.

Regression Results on the Influence of Socio-Demographic and Socioeconomic Profile on Organizational Commitment

Table 7. Summary Report of Regression Analysis Between Socio-demographic, Socioeconomic and Organizational Commitment

Commitment Type	Sig F Value	Significance
Affective	0.5399	Not Significant
Continuance	0.0490	Significant
Normative	0.1584	Not Significant

Affective Commitment

Regression analysis showed that age, sex, educational attainment, civil status, job position, length of service, and monthly income do not significantly affect affective commitment. The Sig F value of 0.5399, which is greater than the 0.05 threshold, confirms the lack of significant relationship. Therefore, the null hypothesis is accepted.

Continuance Commitment

The analysis revealed that job position and monthly income significantly influence continuance commitment, as their respective p-values are less than 0.05. The overall model's Sig F value is 0.0490, indicating a statistically significant relationship. Thus, the null hypothesis is rejected.

Normative Commitment

Results show no significant effect of socio-demographic and socioeconomic factors on normative commitment. The Sig F value of 0.1584 exceeds the 0.05 significance level, supporting the acceptance of the null hypothesis.

Regression Results on the Influence of Managerial Grid on Organizational Commitment

Table 8. Summary Report of Regression Analysis between Managerial Grid and Between Organizational Commitment

Commitment Type	Sig F Value	Significance Status
Affective	0.1392	Not Significant
Continuance	0.3458	Not Significant
Normative	0.7240	Not Significant

Affective Commitment

The regression results indicate no significant relationship between perceived managerial grid indicators and affective commitment. The p-values exceeded 0.05, and the Sig F value of 0.1392 supports the acceptance of the null hypothesis.

Continuance Commitment

Similarly, there is no significant relationship between managerial grid indicators and continuance commitment. This is evidenced by p-values greater than 0.05 and a Sig F value of 0.3458. The null hypothesis is accepted.

Normative Commitment

The findings show no significant relationship between managerial grid indicators and normative commitment. All p-values are above the 0.05 threshold, and the Sig F value of 0.7240 further supports this conclusion. Therefore, the null hypothesis is accepted.

Non-significant Findings

Although numerous theoretical frameworks posit that leadership style plays a critical role in shaping employee commitment (Meyer & Allen, 1991; Bass, 1985), this study did not find a statistically significant relationship between the two variables. A potential explanation for this outcome is the perceived homogeneity of leadership styles at Bioseed Research Philippines, Inc. (BRPI), where all respondents (100%) reported that their supervisors exhibited a Team Management style, as defined by Blake and Mouton's Managerial Grid. This lack of variance in perceived leadership may have limited the statistical power needed to detect meaningful differences in organizational commitment across other leadership styles.

Moreover, the findings suggest that other unmeasured organizational factors may have influenced employee commitment. For instance, organizational justice—employees' perceptions of fairness in decision-making and resource allocation—has been found to significantly affect affective and normative commitment (Colquitt et al., 2001; Cohen-Charash & Spector, 2001). Similarly, psychological safety, or the belief that one can express themselves without fear of negative consequences, has been linked to higher levels of trust, engagement, and commitment (Edmondson, 1999; Newman et al., 2017). These factors may act as mediators or moderators in the relationship between leadership style and commitment but were not examined in this study. Future research should therefore consider including such variables to provide a more nuanced understanding of the dynamics between leadership behavior and organizational commitment.

CONCLUSIONS

Based on the findings of the study, the following conclusions are drawn:

Socio-Demographic and Socioeconomic Profile

A substantial number of respondents belong to the 30–39 age group, suggesting that BRPI employs personnel with a solid base of professional experience. The predominance of male employees reflects the gender composition typically found in agro-chemical industries. The majority are college graduates, which indicates that the organization hires individuals who meet the qualifications necessary for technical and professional roles. Several employees are also pursuing or have completed postgraduate studies, reflecting a commitment to personal and career growth. A few respondents with only high school education are employed in support roles, such as drivers or utility workers. Most respondents are married and serve in associate roles across departments. The presence of long-tenured employees, some with over 20 years of service, suggests that BRPI is taking effective steps toward employee retention.

Perceptions of Managerial Grid Style

The dominant management style perceived by employees is the team leadership style (9,9), indicating a strong emphasis on both concern for people and concern for production. This style promotes collaboration, shared responsibility, and trust within the organization, contributing to a productive and engaged workforce.

Organizational Commitment

Employees demonstrated a moderate level of affective commitment, indicating a willingness to remain with the organization and an emotional attachment to its goals. In terms of continuance commitment, employees agreed that leaving the organization would be difficult due to the potential disruption in their lives and limited alternative opportunities. Normative commitment also scored moderately high, reflecting a sense of loyalty and obligation to remain with BRPI, even if doing so is not always personally advantageous.

Socio-Demographic and Socioeconomic Factors and Organizational Commitment

Statistical analysis revealed no significant relationship between socio-demographic or socioeconomic characteristics and affective or normative commitment, except for continuance commitment, which showed significant relationships with job position and income level. These results suggest that employees' decisions to remain with the organization due to perceived costs of leaving are influenced by their employment status and financial conditions.

Managerial Grid and Organizational Commitment

The regression analysis showed no significant relationship between employees perceived managerial grid styles and their levels of affective, continuance, or normative commitment. This indicates that although team management is dominant, it does not statistically influence the overall organizational commitment of the employees.

RECOMMENDATIONS

Based on the conclusions, the following recommendations are proposed:

Support Professional Development. BRPI should continue encouraging employees, particularly those in technical and professional roles, to pursue higher education, attend industry-related trainings, and engage in capacity-building initiatives. Doing so will enhance employee competencies, boost morale, and promote a positive work ethic.

Enhance Retention Strategies. To safeguard its investment in human capital, BRPI must reinforce retention strategies by recognizing and rewarding tenure, performance, and loyalty. Providing growth opportunities and career paths can help reduce turnover and sustain organizational productivity.

Foster a Supportive Work Environment. Management should prioritize creating a collaborative and inclusive organizational culture. A focus on employee well-being, open communication, and team cohesion will promote a stronger sense of belonging and improve affective and normative commitment levels.

Employee Involvement in Decision-Making. Employees should be actively involved in decision-making processes to strengthen their emotional investment in the organization. This participative approach may enhance job satisfaction, organizational loyalty, and performance.

Implement Continuous Monitoring and Evaluation. Develop a systematic approach to regularly assess employee productivity and organizational engagement. This will serve as a mechanism for early identification of performance issues and as a platform for continuous improvement.

Recommendation for Future Research. This study focused on examining the influence of managerial grid styles and socio-demographic factors on organizational commitment. However, future research could expand by exploring additional variables such as leadership behaviors, organizational culture, employee engagement, and psychological contracts to gain a more comprehensive understanding of the factors that shape commitment levels. Adopting a longitudinal design may also be beneficial in capturing changes in organizational commitment over time, particularly in response to managerial development initiatives. Moreover, incorporating qualitative methods—such as in-depth interviews or focus group discussions—can offer deeper insights into how employees perceive leadership behaviors and how these perceptions influence their engagement and loyalty.

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APPENDIX A

Letter to the Respondents



Republic of the Philippines

MINDANAO STATE UNIVERSITY

GRADUATE SCHOOL

JP Laurel Avenue

General Santos City

March 1, 2018

Dear Sir / Madam:

Greetings!

I am a student of Mindanao State University taking Master in Business Management major in Production and Operations Management. Currently, I am working my thesis entitled “Managerial Grid and Organizational Commitment Among Employees of a Selected Agri-Company in General Santos City”.

In this connection, I humbly asking your precious time and effort to answer all the questions in the questionnaire that are important and helpful for the completion of my study. Rest assured that all information gathered from the said survey shall be treated with utmost confidentiality and will be used only for academic purposes.

Thank you very much for your cooperation.

Respectfully yours,

(SGD) RANIE P. PACHECA

Researcher

Noted by:

(SGD) KENO JAY M. BALOGBOG

Research Adviser

APPENDIX B

SURVEY QUESTIONNAIRE

MANAGERIAL GRID AND ORGANIZATIONAL COMMITMENT AMONG EMPLOYEES OF A
SELECTED AGRI-COMPANY IN GENERAL SANTOS CITY

Part I. Profile of Respondents

Direction: Kindly supply the needed data and check the appropriate box that corresponds to your answer.

Personal Data

Respondent's Name: _____ Age: _____

Sex: _____ Civil Status: _____ Length of Service: _____

☐ Male

☐ Single

☐ Female

☐ Married

☐ Others _____

Educational Attainment:

☐ High School Graduate

☐ College Level

☐ College Graduate

☐ Master's Level

☐ Master's Graduate

☐ Doctoral Level

☐ Doctoral Graduate

Monthly Income Level:

☐ Under P24,999

☐ P25,000 to P59,999

☐ P60,000 to P99,999

☐ P100,000 to P249,999

☐ P250,000 and above

Part II. Respondents' Perceptions on Management Style

Direction: Below is a list of statements about leadership behavior. Read each item carefully, then using the following scale, decide the extent to which it actually applies to you. For best results, answer as truthfully as possible. Encircle the number corresponds to your answer.

Legend:

5	-	Always
4	-	Oftentimes
3	-	Sometimes
2	-	Seldom

1 - Never

LEADERSHIP MATRIX SURVEY (MANAGERIAL GRID)

(Blake and Mouton, 1985)

1. I encourage my team to participate when it comes to decision making time and I try to implement their ideas and suggestions.	5	4	3	2	1
2. There is nothing is more important than accomplishing a goal or task.	5	4	3	2	1
3. I closely monitor the schedule to ensure a task or project will be completed in time.	5	4	3	2	1
4. I enjoy coaching people on new tasks and procedures.	5	4	3	2	1
5. The more challenging a task is, the more I enjoy it.	5	4	3	2	1
6. I encourage my employees to be creative about their job.	5	4	3	2	1
7. When seeing a complex task through a completion, I ensure that every detail is accounted for.	5	4	3	2	1
8. I find it easy to carry out several completed tasks at the same time.	5	4	3	2	1
9. I enjoy reading articles, books, and journal about training, leadership and psychology; and then putting what I have read into action.	5	4	3	2	1
10. When correcting mistakes, I do not worry about jeopardizing relationships.	5	4	3	2	1
11. I manage my time very efficiently.	5	4	3	2	1
12. I enjoy explaining the intricacies and details of a complex task or project to my employees	5	4	3	2	1
13. Breaking large projects into small manageable tasks is second nature to me	5	4	3	2	1
14. Nothing is more important than building a great team	5	4	3	2	1
15. I enjoy analyzing problems	5	4	3	2	1
16. I honor other people's boundaries	5	4	3	2	1
17. Counseling my employees to improve their performance or behavior is second nature to me.	5	4	3	2	1
18. I enjoy reading articles, books, journals about my profession and then implementing the new procedures I have learned.	5	4	3	2	1

Part III Respondents' Organizational Commitments

Direction: The following statements concern how you feel about the department where you work. Please indicate the extent of your agreement or disagreement with each statement by circling a number from 1 to 5.

Legend: 5 - Strongly agree
4 - Agree
3 - Moderately agree

2 - Disagree

1 - Strongly Disagree

ORGANIZATIONAL COMMITMENT QUESTIONNAIRE (OCQ)

(Meyer and Allen, 1990)

a. Affective Commitment Scale (ACS)

1.	I would be very happy to spend the rest of my career in this organization	5	4	3	2	1
2.	I really feel as if this organization's problems are my own.	5	4	3	2	1
3.	I do not feel like part of my family in this organization.	5	4	3	2	1
4.	I do not feel emotionally attached to this organization.	5	4	3	2	1
5.	This organization has a great deal of personal feeling for me.	5	4	3	2	1
6.	I do not feel a strong sense of belonging to this organization.	5	4	3	2	1

b. Continuance Commitment Scale (CCS)

1.	It would be very hard for me to leave my job at this organization right now even if I wanted to.	5	4	3	2	1
2.	Too much of my life would be disrupted if I leave my organization.	5	4	3	2	1
3.	Right now, staying with my job at this organization is a matter of necessity as much as desire.	5	4	3	2	1
4.	I believe I have too few options to consider leaving this organization.	5	4	3	2	1
5.	One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.	5	4	3	2	1
6.	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.	5	4	3	2	1

c. Normative Commitment Scale (CCS)

1.	I do not feel any obligation to remain with my organization.	5	4	3	2	1
2.	Even if it were to my advantage, I do not feel it would be right to leave.	5	4	3	2	1
3.	I would feel guilty if I left this organization now.	5	4	3	2	1
4.	This organization deserves my loyalty.	5	4	3	2	1
5.	I would not leave my organization right now because of my sense of obligation to it.	5	4	3	2	1
6.	I owe a great deal to this organization.	5	4	3	2	1

----- end of questionnaire -----

APPENDIX C

Letter of Request to Conduct the Study



Philippines

STATE UNIVERSITY

GRADUATE SCHOOL

JP Laurel Avenue

General Santos City

March 1, 2018

MR. DEVADATTA R. SIRDESHPANDE

Executive President & General Manager

Bioseed Research Philippines, Inc.

National Highway, Katangawan

General Santos City

Dear Mr. Sirdeshpande:

Greetings!

I am a student of Mindanao State University taking Master in Business Management major in Production and Operations Management. Currently, I am working my thesis entitled "Managerial Grid and Organizational Commitment Among Employees of a Selected Agri-Company in General Santos City".

In this connection, I humbly asking your permission to allow me to conduct my survey in your competent organization. This is an assessment study on the perception of the employees on organizational commitment towards management styles of the management.

Rest assured that all information gathered from the said survey shall be treated with utmost confidentiality and will be used only for academic purposes.

Hoping this intent will be given due consideration.

Respectfully yours,

(SGD) RANIE P. PACHECA

Researcher

Noted by:

(SGD) KENO JAY M. BALOGBOG

Research Adviser

APPENDIX D

CERTIFICATE OF AUTHENTIC AUTHORSHIP



Republic of the Philippines

Mindanao State University

SCHOOL OF THE GRADUATE STUDIES

General Santos City

-oooOooo-

I hereby declare that this submission is my own work and, to the best of my knowledge, it contains no materials previously published or written by another person. This work does not also contain material which, to a substantial extent, has been accepted for an award of any degree or diploma, except where due acknowledgement is made in the manuscript. Any contribution made to the research of others, with whom I have worked is explicitly acknowledged in the manuscript. Any help that I have received in my research work and the preparation of the manuscript has been acknowledged. I also declare that the intellectual content of the manuscript is the product of my own work, except the assistance that I received in the project's design, conception and style, presentation and linguistic expression which I also acknowledged.

(Sgd.) RANIE P. PACHECA

Researcher

APPENDIX E

CERTIFICATE FROM AUTHORIZED EDITOR/PROOFREADER



Republic of the Philippines

MINDANAO STATE UNIVERSITY

General Santos City

GRADUATE SCHOOL

-0000000-

CERTIFICATION

TO WHOM IT MAY CONCERN:

This is to certify that the undersigned has thoroughly edited the thesis of **RANIE P. PACHECA** entitled “**MANAGERIAL GRID AND ORGANIZATIONAL COMMITMENT AMONG EMPLOYEES OF A SELECTED AGRI-COMPANY IN GENERAL SANTOS CITY**”, has complied with the standards set by American Psychological Association (APA) for academic writing.

This is to certify that to the best of my knowledge the same is already ready for final binding.

Done this ____ day of ____, 2017 in the City of General Santos.

(Sgd.) **WILFRED D. BIDAD, PhD.**

Authorized Editor/Proofreader

MSU Graduate School, GSC

APPENDIX F

CERTIFICATE FROM AUTHORIZED STATISTICIAN



Republic of the Philippines

MINDANAO STATE UNIVERSITY

General Santos City

GRADUATE SCHOOL

-0000000-

CERTIFICATION

TO WHOM IT MAY CONCERN:

This is to certify that the undersigned has thoroughly reviewed the statistical treatment and analysis of this paper entitled “**MANAGERIAL GRID AND ORGANIZATIONAL COMMITMENT AMONG EMPLOYEES OF A SELECTED AGRI-COMPANY IN GENERAL SANTOS CITY**”, and the same has complied with the standards and acceptable statistical procedures.

This certification is being issued to **RANIE P. PACHECA** for whatever purpose/s it may serve him best.

Done this ____ day of ____, 2018 in the City of General Santos.

(Sgd.) **EDGAR MANUBAG, PhD.**

Accredited Statistician

MSU Graduate School, GSC