

Organizational Commitment, Work Engagement, and Knowledge Sharing of Cakes and Pastries Shops Employees in Metro Bacolod

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Abstract:

This study examined the extent of organizational commitment, work engagement, and knowledge sharing among employees of selected cakes and pastry shops in Metro Bacolod. Using a descriptive research design and convenience sampling, data were gathered from 131 employees through validated and reliable self-administered questionnaires. Results showed that employees demonstrated a very high extent of organizational commitment, with affective commitment emerging as the strongest dimension, followed by continuance and normative commitment. Work engagement likewise registered a very high extent, particularly in vigor and dedication, while absorption—though still very high—was comparatively lower. Knowledge sharing also yielded very high ratings across individual behaviors, team culture, and service innovation performance, with individual knowledge-sharing practices scoring the highest. Across demographic groupings (age, sex, marital status, educational attainment, and length of service), consistently high scores were observed, indicating minimal descriptive variation. These findings suggest that employees in small bakery enterprises exhibit strong attachment to their organizations, maintain high energy and pride in their work, and actively exchange knowledge essential for daily operations and service enhancement. The study highlights a positive workplace climate characteristic of small food service settings while underscoring opportunities to support deeper focus, sustain affective bonds, and formalize knowledge-sharing practices. Limitations related to sampling and self-report data point to directions for future research.

Keywords: *organizational commitment, work engagement, knowledge sharing, bakery employees, small enterprises, Metro Bacolod, descriptive research*

Introduction:

The global food service industry continues to grow as one of the most dynamic and labor-intensive service sectors, driven by rising consumer demand, rapid urbanization, and the expanding culture of convenience dining (Statista, 2025). Within this broader landscape, the bakery, cakes, and pastry segment has emerged as a particularly resilient subsector, supported by the increasing popularity of artisanal baked goods, café culture, and specialty dessert shops (SkyQuest Technology, 2025). In many developing cities, including those in the Philippines, such establishments contribute to livelihood generation, local entrepreneurship, and community-level economic activity (Bhandari, 2025). Yet the success of these businesses hinges not only on culinary expertise but also on the ability of employees to perform consistently in a fast-paced, quality-sensitive environment (Kumolu-Johnson, 2024).

Baking, as a technical craft, demands precision, consistency, and situational adaptability. Bredariol & Vanin (2021) emphasizes that the processes of dough formulation, temperature control, and timing require exceptional attention to detail, making human performance a central determinant of product quality. Beyond production accuracy, bakery workers also navigate customer service, stock management, sanitation requirements, and peak-hour operational pressures (Portnoy, 2024). These interlocking demands heighten the need for employees who are committed, engaged, and willing to continuously exchange knowledge with colleagues (Abubakar et al., 2019).

In organizational behavior research, organizational commitment has long been regarded as a critical factor influencing employee performance, retention, and willingness to contribute beyond prescribed duties (Erkutlu & Chafra, 2022). Conceptually, commitment encompasses three dimensions—affective, continuance, and normative—each reflecting a different foundation of employee attachment (Meyer & Allen, 1997). Recent studies affirm that affective commitment, in particular, predicts lower turnover intentions and stronger job involvement (Lee & Kim, 2023; Rubenstein et al., 2019). However, other scholars note that continuance commitment, although beneficial in retaining staff, may not necessarily translate to intrinsic motivation or proactive behavior (Eisenberger et al., 2019). This

suggests that not all forms of commitment yield uniformly positive outcomes, complicating managerial efforts to cultivate a committed workforce.

Complementing this is the construct of work engagement, defined as a positive, fulfilling state characterized by vigor, dedication, and absorption (Mohammed et al., 2025; Schaufeli et al., 2002). Engagement is recognized as a robust predictor of productivity, service quality, and organizational citizenship behaviors (De Carlo et al., 2020; Hafiz, 2024). Yet scholars also argue that engagement is sensitive to job resources such as autonomy, supervisor support, and opportunities for skill use (Hämmig, 2023; Lee & Jo, 2023; Quiñones et al., 2013)—conditions that are unevenly distributed in small retail establishments like bakery shops. While many small businesses rely heavily on employee dedication, they may lack the structured human resource systems that support sustained engagement (Awasthi et al., 2025; Fletcher et al., 2025; Soriaga, 2025).

Another critical factor in labor-intensive service industries is knowledge sharing, which enables employees to transfer skills, coordinate tasks, and innovate in response to customer preferences or operational challenges. Knowledge sharing flourishes when organizations foster a culture of reciprocity, trust, and competence development (Yeboah, 2023). Social Exchange Theory (SET) positions knowledge sharing as a reciprocal activity—employees who feel supported and valued are more likely to share expertise with others (Johnson & Ferguson, 2022). At the same time, Self-Determination Theory (SDT) suggests that intrinsic motivation, driven by autonomy and competence, encourages voluntary sharing of insights (Ryan, 2023). However, researchers also caution that knowledge sharing in small enterprises may be hindered by role overload, interpersonal conflict, or lack of formal mechanisms (Lee et al., 2020).

In emerging economies, micro and small enterprises such as cakes and pastry shops frequently operate with lean staffing patterns where employees must multitask. This operational reality magnifies the role of organizational commitment and engagement, as staff must often decide—moment by moment—whether to exert extra effort, assist peers, or creatively solve problems. Yet the literature on these constructs disproportionately focuses on corporate settings, hospitality chains, and manufacturing firms, with far fewer empirical studies examining small, informal, or locally owned food establishments. This imbalance obscures how these constructs manifest in micro-enterprise labor environments, where psychological and social dynamics may differ from those in large organizations.

The Metro Bacolod context further underscores the need for empirical investigation. The local service economy has grown steadily over the last decade, accompanied by an expansion of small cafés, bakeries, and pastry shops responding to increasing tourism, lifestyle shifts, and consumer demand for specialty food products. Despite their economic relevance, such establishments face persistent challenges—employee turnover, inconsistent performance, limited training opportunities, and dependence on informal knowledge transfer. Without structured human resource systems, these businesses must rely heavily on interpersonal relationships and team cohesion. Yet little is known about how employees in this sector perceive their commitment, engagement, and knowledge-sharing behavior.

An emerging tension in the literature concerns whether high levels of organizational commitment necessarily align with high engagement and knowledge sharing. Some studies assert strong positive associations among these constructs (Arcadio et al., 2023; Fait et al., 2021), while others report weak or inconsistent relationships, especially in settings with high work demands and limited organizational support (Bai et al., 2023; Bakker et al., 2014; Van den Broeck et al., 2017). This inconsistency suggests that contextual variables—such as workplace size, job design, and leadership style—may moderate these relationships. For small bakery enterprises, where employees juggle multiple roles and often operate in high-pressure environments, the interplay among these constructs may differ significantly from trends observed in larger organizations.

Furthermore, demographic factors such as age, education, and tenure have shown mixed associations with commitment, engagement, and knowledge sharing in prior literature. Some studies suggest that characteristics like educational attainment or length of service may shape employees' attitudes toward their work (Grobelna & Tokarz-Kocik, 2025), while others argue that demographic variables exert far less influence than organizational climate, leadership, or job resources (Lădaru et al., 2021). Although these findings highlight useful considerations, the present study does not attempt to test such differences statistically due to uneven subgroup distributions. Instead, it focuses on describing the overall levels and dominant dimensions of organizational commitment, work engagement, and

knowledge sharing among Metro Bacolod bakery employees—providing foundational insights that can guide the development of training, retention, and knowledge-management initiatives within this sector.

Given these theoretical debates, empirical gaps, and the unique realities of small-enterprise service work, this study focuses on describing the extent of organizational commitment, work engagement, and knowledge sharing among employees in selected cake and pastry shops in Metro Bacolod. Rather than drawing inferential comparisons across demographic groups—which may be statistically unreliable due to uneven and limited subgroup sizes—the study concentrates on portraying the overall patterns, dominant dimensions, and relative strengths of these constructs as experienced by workers in this sector. By grounding the analysis in descriptive evidence, the study provides a clearer and more contextually valid representation of employee attitudes within small bakery enterprises, thereby contributing localized insights that may inform practical interventions for workforce development, employee motivation, and organizational sustainability.

Methodology

This study employed a descriptive research design, which is most appropriate for studies aiming to examine and portray the levels of specific variables as they naturally occur in real-world settings. Descriptive research focuses on documenting current conditions without manipulating environments or establishing causal and relational patterns (Creswell & Creswell, 2017). In this investigation, the design enabled the researcher to describe the extent of organizational commitment, work engagement, and knowledge sharing as perceived by employees in selected cakes and pastry shops in Metro Bacolod. This approach allowed for a clear and accurate account of employees' attitudes and practices, consistent with recommendations for workforce-focused descriptive studies in small service enterprises (Johnson & Christensen, 2019).

The study was conducted in six cakes and pastries shops located within Metro Bacolod, an area characterized by a growing food service sector and expanding entrepreneurial activity. These establishments granted permission for data collection but did not disclose their total number of employees, making it impossible to determine the population size. Consequently, the researcher utilized convenience sampling, a non-probability technique suitable when population figures are unavailable or when access to the entire sampling frame is limited (Etikan, 2016). A total of 131 employees participated, all of whom met the inclusion criteria of being currently employed, having at least one month of work experience, and being willing to voluntarily participate in the study.

Data were gathered using a self-administered structured questionnaire composed of four major sections. The first section collected demographic information such as age, sex, marital status, educational attainment, and length of service. The second section measured knowledge sharing, adapted from a validated instrument comprising 38 items organized into three dimensions: individual knowledge-sharing behavior, team knowledge culture, and service innovation performance. The third section assessed work engagement using the Utrecht Work Engagement Scale (UWES) developed by Schaufeli and Bakker (2004). This 18-item instrument measures vigor, dedication, and absorption and follows the standard 7-point response format ranging from 0 ("never") to 6 ("always/every day"). The fourth section evaluated organizational commitment using an adapted version of the Organizational Commitment Questionnaire, consisting of 24 items covering affective, continuance, and normative commitment. Both organizational commitment and knowledge-sharing items utilized a 5-point Likert scale from "strongly disagree" to "strongly agree." Instrument adaptations were limited to language simplification and contextual relevance, following best practices for scale adaptation across occupational groups (Behr, 2016).

The instrument underwent content validation by a panel of five experts in business, research, and organizational management. Using Lawshe's (1985) Content Validity Ratio as the evaluation framework, experts rated each item for relevance and representativeness. The computed Content Validity Index (CVI) of 0.979 reflected excellent agreement among reviewers and exceeded established standards for acceptable content validity (Lynn, 1986). Suggested revisions were incorporated into the final instrument. Reliability testing was conducted through a pilot administration with 30 non-sample bakery employees. Cronbach's alpha coefficients demonstrated acceptable to excellent internal consistency: 0.71 for knowledge sharing, 0.72 for work engagement, 0.89 for organizational commitment, and 0.72

for the overall instrument—values that meet or exceed the widely accepted reliability threshold of .70 (Tavakol & Dennick, 2011).

Data collection procedures adhered to systematic and ethical processes. Permission letters were secured from each establishment, and institutional ethics approval was obtained prior to data gathering. Questionnaires were administered both online and in person, depending on the technological accessibility of each participating shop. Prior to answering, participants were informed of the study's purpose, expected time to complete the survey, confidentiality measures, and their right to decline or withdraw at any time. The researcher supervised the distribution and retrieval of questionnaires to ensure completeness and minimize response errors. Completed forms were encoded, checked for accuracy, and prepared for analysis.

For data analysis, the study employed descriptive statistics in line with its non-inferential orientation. Means and standard deviations were computed to determine the extent of organizational commitment, work engagement, and knowledge sharing across the entire sample. Frequencies and percentages were used to describe demographic characteristics. No inferential tests were performed, as the study did not aim to determine group differences or explore statistical relationships among variables. This analytic decision is consistent with recommendations when subgroup sizes are uneven or insufficient for rigorous inferential analysis (Field, 2018).

Throughout the study, ethical principles guided all research activities. Participants provided written informed consent and were assured of anonymity, confidentiality, and voluntary participation. No identifying information was collected, and completed questionnaires were stored securely and later destroyed after analysis in accordance with data protection protocols. The researcher possessed adequate training in research methods and statistical procedures, having completed relevant coursework and seminars. Necessary facilities such as computer equipment, internet access, and online research databases were utilized to support the conduct of the study. Upon completion, results were shared with participating establishments to benefit practitioners and inform future research on organizational commitment, work engagement, and knowledge-sharing practices in the food service industry.

Results

Table 1: Extent of Organizational Commitment When Taken Collectively (n = 131)

Dimensions	Mean	Standard Deviation	Verbal Interpretation
Affective Commitment	4.81	0.193	VHE
Continuance Commitment	4.77	0.282	VHE
Normative Commitment	4.59	0.144	VHE
Overall	4.72	0.164	VHE

Legend: VHE = Very High Extent

Table 1 presents the extent of organizational commitment among employees of cakes and pastry shops in Metro Bacolod. Overall, the respondents demonstrated a very high extent of organizational commitment ($M = 4.72$, $SD = 0.164$). Among the three dimensions, Affective Commitment obtained the highest mean ($M = 4.81$), suggesting that employees possess strong emotional attachment and identification with their organization. Continuance Commitment ($M = 4.77$) also registered a very high rating, indicating that employees recognize substantial costs associated with leaving their jobs. Meanwhile, Normative Commitment ($M = 4.59$), although slightly lower than the other dimensions, still reflected a very high extent, suggesting that employees feel a strong sense of obligation to remain with their employers. These descriptive results highlight a workforce characterized by loyalty, attachment, and a strong sense of responsibility to their respective organizations.

Table 2 presents the extent of organizational commitment when the respondents are grouped according to age. Both younger employees ($n = 128$) and older employees ($n = 3$) reported a very high extent of commitment across all dimensions. Among younger employees, Affective Commitment ($M = 4.81$, $SD = 0.194$) remained the strongest dimension, indicating strong emotional attachment to the organization. Continuance Commitment ($M = 4.76$) and Normative Commitment ($M = 4.59$) were likewise rated very high, reflecting employees' recognition of the costs of leaving and their felt obligation to remain with their employers.

Table 2: Extent of Organizational Commitment According to Age

Dimensions	Younger ($n = 128$)			Older ($n = 3$)		
	Mean	SD	VI	Mean	SD	VI
Affective Commitment	4.81	0.194	VHE	4.83	0.144	VHE
Continuance Commitment	4.76	0.284	VHE	4.92	0.069	VHE
Normative Commitment	4.59	0.145	VHE	4.63	0	VHE
Overall	4.72	0.166	VHE	4.79	0.075	VHE

Legend: VHE = Very High Extent

For the older subgroup, which consisted of only three respondents, all dimensions also registered very high ratings. Continuance Commitment showed the highest mean ($M = 4.92$), followed by Affective Commitment ($M = 4.83$), suggesting that these employees perceived both practical and emotional reasons to stay in their jobs. Normative Commitment was likewise very high ($M = 4.63$). It should be noted, however, that the values for the older group should be interpreted with caution due to the extremely limited group size, which may not reflect broader trends within this demographic.

Overall, regardless of age grouping, employees demonstrated consistently strong organizational commitment, indicating that high levels of loyalty, attachment, and perceived obligation are shared across the workforce.

Table 3 shows the extent of organizational commitment when grouped according to sex. Both male ($n = 88$) and female ($n = 43$) employees reported a very high extent of organizational commitment across all three dimensions. Among male respondents, Affective Commitment registered the highest mean ($M = 4.82$, $SD = 0.181$), indicating a strong emotional attachment to their organizations. This was followed by Continuance Commitment ($M = 4.76$, $SD = 0.290$) and Normative Commitment ($M = 4.58$, $SD = 0.148$), both of which also fell within the very high range.

Table 3: Extent of Organizational Commitment According to Sex

Dimensions	Male ($n = 88$)			Female ($n = 43$)		
	Mean	SD	VI	Mean	SD	VI
Affective Commitment	4.82	0.181	VHE	4.78	0.215	VHE
Continuance Commitment	4.76	0.29	VHE	4.79	0.266	VHE
Normative Commitment	4.58	0.148	VHE	4.6	0.134	VHE
Overall	4.72	0.167	VHE	4.72	0.162	VHE

Legend: VHE = Very High Extent

Female respondents showed a similar pattern, with Affective Commitment ($M = 4.78$, $SD = 0.215$) rating highest, followed by Continuance Commitment ($M = 4.79$, $SD = 0.266$) and Normative Commitment ($M = 4.60$, $SD = 0.134$). Notably, the overall mean for both groups was identical ($M = 4.72$), suggesting that male and female employees in cakes and pastry shops share comparable levels of loyalty, attachment, and perceived obligation to remain with their organizations.

Although males reported marginally higher affective scores and females reported slightly higher continuance and normative scores, these differences were very small and should be understood only as descriptive tendencies rather than meaningful distinctions. Both groups exhibit consistently high organizational commitment, reflecting a broadly shared positive attitude toward their workplaces regardless of sex.

Table 4 presents the extent of organizational commitment when grouped according to marital status. Both single ($n = 96$) and married ($n = 35$) employees reported a very high extent of organizational commitment across all dimensions. Among single employees, Affective Commitment registered the highest mean ($M = 4.81$, $SD = 0.184$), indicating strong emotional attachment to their organizations. Continuance Commitment ($M = 4.77$, $SD = 0.268$) and Normative Commitment ($M = 4.59$, $SD = 0.129$) also fell within the very high range, suggesting that single employees perceive both the practical and moral reasons for staying in their workplaces.

Table 4: Extent of Organizational Commitment According to Marital Status

Dimensions	Single (n = 96)			Married (n = 35)		
	Mean	SD	VI	Mean	SD	VI
Affective Commitment	4.81	0.184	VHE	4.81	0.22	VHE
Continuance Commitment	4.77	0.268	VHE	4.77	0.32	VHE
Normative Commitment	4.59	0.129	VHE	4.58	0.179	VHE
Overall	4.72	0.152	VHE	4.72	0.196	VHE

Legend: VHE = Very High Extent

Married employees displayed an almost identical pattern. Their Affective Commitment mean was also 4.81 ($SD = 0.220$), followed by Continuance Commitment ($M = 4.77$, $SD = 0.320$) and Normative Commitment ($M = 4.58$, $SD = 0.179$). These consistently high values show that married respondents are equally committed across emotional, cost-based, and obligation-based dimensions.

Importantly, the overall mean for both groups is the same ($M = 4.72$), indicating that marital status does not appear to meaningfully differentiate the level of organizational commitment in this workforce. Both single and married employees share similarly strong attachments to their organizations, demonstrating a stable and uniformly high level of commitment regardless of marital status.

Table 5: Extent of Organizational Commitment According to Educational Attainment

Dimensions	Lower (n = 66)			Higher (n = 65)		
	Mean	SD	VI	Mean	SD	VI
Affective Commitment	4.83	0.166	VHE	4.78	0.216	VHE
Continuance Commitment	4.86	0.274	VHE	4.68	0.261	VHE
Normative Commitment	4.57	0.169	VHE	4.61	0.11	VHE

Overall	4.75	0.168	VHE	4.69	0.156	VHE
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Legend: VHE = Very High Extent

Table 5 presents the extent of organizational commitment when grouped according to educational attainment. Employees with lower educational attainment ($n = 66$) and those with higher educational attainment ($n = 65$) both reported a very high extent of commitment across all dimensions. Among employees with lower educational attainment, Affective Commitment ($M = 4.83$, $SD = 0.166$) and Continuance Commitment ($M = 4.86$, $SD = 0.274$) registered the highest means. These results suggest that this group exhibits both strong emotional attachment to their organization and a heightened awareness of the perceived costs of leaving.

Respondents with higher educational attainment also demonstrated very high levels of commitment, though their ratings were slightly lower on average. Their Affective Commitment mean was 4.78 ($SD = 0.216$), and Continuance Commitment was 4.68 ($SD = 0.261$). Normative Commitment, which reflects a sense of obligation to remain with the organization, remained very high in both groups, with means of 4.57 (lower education) and 4.61 (higher education), respectively.

The overall commitment scores ($M = 4.75$ for lower education; $M = 4.69$ for higher education) indicate that employees across educational backgrounds maintain consistently strong loyalty and attachment to their workplaces. The slight differences observed—such as the higher continuance commitment among those with lower educational attainment—should be interpreted as descriptive tendencies rather than meaningful distinctions. Both groups ultimately reflect a uniformly positive orientation toward their organizations.

Table 6: Extent of Organizational Commitment According to Educational Attainment

Dimensions	Shorter (n = 124)			Longer (n = 7)		
	Mean	SD	VI	Mean	SD	VI
Affective Commitment	4.81	0.196	VHE	4.8	0.141	VHE
Continuance Commitment	4.76	0.287	VHE	4.87	0.177	VHE
Normative Commitment	4.59	0.147	VHE	4.63	0	VHE
Overall	4.72	0.168	VHE	4.77	0.087	VHE

Legend: VHE = Very High Extent

Table 6 presents the extent of organizational commitment when employees are grouped according to length of service. Both shorter-tenured employees ($n = 124$) and longer-tenured employees ($n = 7$) reported a very high extent of commitment across all dimensions. Among those with shorter service, Affective Commitment ($M = 4.81$, $SD = 0.196$) emerged as the strongest dimension, indicating that many newer employees already feel emotionally connected to their organizations. This was followed by Continuance Commitment ($M = 4.76$, $SD = 0.287$) and Normative Commitment ($M = 4.59$, $SD = 0.147$), demonstrating that even employees with less tenure perceive both the value of staying and a sense of obligation to remain.

For longer-tenured employees, the pattern was similar, though mean scores were slightly higher across several dimensions. Continuance Commitment was highest ($M = 4.87$, $SD = 0.177$), suggesting that employees who have been with the organization longer may perceive greater practical advantages or costs associated with staying versus leaving. Affective Commitment ($M = 4.80$, $SD = 0.141$) also remained very high, reflecting sustained emotional attachment over time. Normative Commitment ($M = 4.63$, $SD = 0.000$) was likewise rated very high, though the standard deviation of 0.000 indicates uniform ratings among the seven respondents. As with previous tables, results involving the longer-tenured category should be interpreted cautiously given the extremely small group size.

Overall commitment was very high for both shorter-service ($M = 4.72$, $SD = 0.168$) and longer-service employees ($M = 4.77$, $SD = 0.087$). These findings suggest that commitment is consistently strong across employees regardless of tenure. While longer-tenured employees reported slightly higher commitment on average, these differences represent descriptive tendencies rather than meaningful distinctions. The results indicate a generally stable and positive organizational climate that supports sustained commitment across all levels of service.

Table 7: Extent of Work Engagement When Taken Collectively (n = 131)

Dimensions	Mean	Standard Deviation	Verbal Interpretation
Vigor	5.04	0.812	Very High Extent
Dedication	4.88	0.222	Very High Extent
Absorption	4.34	0.155	Very High Extent
Overall	4.78	0.313	Very High Extent

Table 7 presents the overall extent of work engagement among the 131 employees included in the study. Results show that respondents reported a very high extent of engagement across all three dimensions: vigor, dedication, and absorption. Among these, Vigor yielded the highest mean score ($M = 5.04$, $SD = 0.812$), indicating that employees often feel energetic, resilient, and willing to invest effort in their work. This suggests that the workforce maintains high levels of physical and mental readiness despite the fast-paced and demanding nature of bakery operations.

Dedication also registered a very high mean ($M = 4.88$, $SD = 0.222$), reflecting employees' strong sense of enthusiasm, significance, and pride in the work they perform. This dimension's consistently high rating signals that employees find meaning and purpose in their roles, which is essential in service-oriented settings where customer satisfaction is closely tied to workers' attitudes and motivation.

Absorption, while still falling within the very high range, showed a comparatively lower mean score ($M = 4.34$, $SD = 0.155$). This suggests that although employees are generally focused and immersed in their tasks, sustained concentration may be more challenging relative to their levels of vigor and dedication. The nature of bakery work—which involves multitasking, rapid transitions, and peak-hour pressures—may contribute to this slightly lower degree of deep immersion.

Overall, the general work engagement mean ($M = 4.78$, $SD = 0.313$) confirms that employees demonstrate strong positive psychological states related to energy, commitment, and involvement in their work. These findings underscore a highly engaged workforce, reflecting favorable attitudes that can support productivity, service quality, and operational effectiveness within bakery establishments.

Table 8: Extent of Work Engagement According to Age

Dimensions	Younger (n = 128)			Older (n = 3)		
	Mean	SD	VI	Mean	SD	VI
Vigor	5.05	0.821	VHE	4.89	0.098	VHE
Dedication	4.89	0.221	VHE	4.73	0.231	VHE

Absorption	4.34	0.157	VHE	4.4	0	VHE
Overall	4.78	0.317	VHE	4.69	0.06	VHE

Legend: VHE = Very High Extent

Table 8 presents the extent of work engagement among employees grouped by age. Both younger respondents ($n = 128$) and older respondents ($n = 3$) reported a very high extent of engagement across all dimensions—vigor, dedication, and absorption. Among younger employees, Vigor registered the highest mean ($M = 5.05$, $SD = 0.821$), suggesting that this group frequently experiences high levels of energy, enthusiasm, and resilience in performing their tasks. Dedication ($M = 4.89$, $SD = 0.221$) also scored very high, reflecting strong feelings of involvement, inspiration, and pride. Absorption, though slightly lower ($M = 4.34$, $SD = 0.157$), still indicates that younger employees are generally focused and immersed in their work.

Among the older employees, who comprised a very small subgroup ($n = 3$), all dimensions similarly reflected a very high extent of engagement. Their ratings show Vigor at 4.89 ($SD = 0.098$), Dedication at 4.73 ($SD = 0.231$), and Absorption at 4.40 ($SD = 0.000$). Although these means are slightly lower in vigor and dedication compared to the younger group, they remain consistently high, indicating that older employees also feel energetic, dedicated, and immersed in their jobs. The zero standard deviation for absorption suggests uniform responses within this very small subgroup, warranting cautious interpretation.

The overall work engagement scores reveal very high engagement regardless of age category: $M = 4.78$ ($SD = 0.317$) for younger employees and $M = 4.69$ ($SD = 0.060$) for older employees. These findings suggest that positive work attitudes—characterized by energy, enthusiasm, and deep involvement—are shared widely across the workforce. Any apparent differences should be understood as descriptive tendencies rather than reliable group distinctions, especially given the limited number of older participants.

Table 9: Extent of Work Engagement According to Sex

Dimensions	Male ($n = 88$)			Female ($n = 43$)		
	Mean	SD	VI	Mean	SD	VI
Vigor	5.01	0.705	VHE	5.1	1.002	VHE
Dedication	4.89	0.233	VHE	4.87	0.2	VHE
Absorption	4.35	0.159	VHE	4.34	0.149	VHE
Overall	4.77	0.282	VHE	4.79	0.373	VHE

Legend: VHE = Very High Extent

Table 9 presents the extent of work engagement when grouped according to sex. Results show that both male ($n = 88$) and female ($n = 43$) employees reported a very high extent of engagement across all three dimensions: vigor, dedication, and absorption. Among male employees, Vigor recorded the highest mean score ($M = 5.01$, $SD = 0.705$), indicating strong levels of energy and resilience at work. This was followed by Dedication ($M = 4.89$, $SD = 0.233$), which reflects enthusiasm, inspiration, and a strong sense of significance. Absorption ($M = 4.35$, $SD = 0.159$) also registered a very high extent, showing that male employees generally feel immersed and focused while performing their tasks.

Female employees displayed a similar pattern of very high engagement. Their highest dimension was also Vigor ($M = 5.10$, $SD = 1.002$), slightly higher than that of males, suggesting that female employees may feel equally or even more energized in their work roles. Dedication ($M = 4.87$, $SD = 0.200$) remained consistently high, and Absorption ($M = 4.34$, $SD = 0.149$) also reflected a very high extent.

The overall engagement means were nearly identical: $M = 4.77$ ($SD = 0.282$) for males and $M = 4.79$ ($SD = 0.373$) for females. These results indicate that both groups experience strong engagement in their work, sharing similar levels of vigor, pride, and focus regardless of sex. Minor differences between the two groups should be interpreted as descriptive tendencies rather than substantive distinctions. Overall, the findings highlight a uniformly engaged workforce, with male and female employees demonstrating comparable positive work attitudes.

Table 10: Extent of Work Engagement According to Marital Status

Dimensions	Single (n = 96)			Married (n = 35)		
	Mean	SD	VI	Mean	SD	VI
Vigor	5	0.675	VHE	5.13*	1.112	VHE
Dedication	4.87	0.236	VHE	4.9	0.177	VHE
Absorption	4.34	0.164	VHE	4.35	0.129	VHE
Overall	4.77	0.272	VHE	4.82	0.408	VHE

Legend: VHE = Very High Extent

Table 10 presents the extent of work engagement when grouped according to marital status. Both single ($n = 96$) and married ($n = 35$) employees reported a very high extent of engagement across all dimensions—vigor, dedication, and absorption. Among single employees, Vigor showed the highest mean ($M = 5.00$, $SD = 0.675$), indicating strong levels of energy, enthusiasm, and readiness to take on daily work tasks. Dedication ($M = 4.87$, $SD = 0.236$) likewise reflected a strong sense of inspiration, significance, and pride in one's work. Absorption ($M = 4.34$, $SD = 0.164$) also fell within the very high range, suggesting that single employees frequently feel engrossed and focused while working.

Married employees demonstrated a similar pattern, with Vigor scoring slightly higher ($M = 5.13$, $SD = 1.112$), pointing to strong energy and resilience even among those balancing work with family responsibilities. Their Dedication ($M = 4.90$, $SD = 0.177$) remained very high, indicating consistent enthusiasm and commitment to their job. Absorption ($M = 4.35$, $SD = 0.129$) was also very high, showing that married employees, like their single counterparts, are generally immersed in their tasks.

The overall work engagement mean was very high for both groups: $M = 4.77$ ($SD = 0.272$) for single employees and $M = 4.82$ ($SD = 0.408$) for married employees. These results suggest that marital status does not create meaningful differences in engagement levels; rather, employees across both categories exhibit strong energy, commitment, and involvement in their work. Any slight variations in means should be interpreted as descriptive tendencies rather than substantive distinctions.

Table 11 presents the extent of work engagement when respondents are grouped according to educational attainment. Both employees with lower educational attainment ($n = 66$) and those with higher educational attainment ($n = 65$) reported a very high extent of engagement across all three dimensions—vigor, dedication, and absorption.

Among employees with lower educational attainment, Vigor recorded the highest mean ($M = 4.95$, $SD = 0.090$), indicating high levels of energy, enthusiasm, and readiness to take on work tasks. Dedication ($M = 4.86$, $SD = 0.255$) likewise reflected strong feelings of involvement, pride, and enthusiasm in their job roles. Absorption ($M = 4.35$, $SD = 0.132$), although slightly lower, still fell within the very high range, suggesting that these employees remain focused and immersed in their work.

Table 11: Extent of Work Engagement According to Educational Attainment

Dimensions	Lower (n = 66)	Higher (n = 65)
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	Mean	SD	VI	Mean	SD	VI
Vigor	4.95	0.09	VHE	5.13	1.147	VHE
Dedication	4.86	0.255	VHE	4.91	0.18	VHE
Absorption	4.35	0.132	VHE	4.33	0.177	VHE
Overall	4.74	0.089	VHE	4.81	0.434	VHE

Legend: VHE = Very High Extent

Employees with higher educational attainment exhibited a comparable pattern. Their Vigor mean was slightly higher ($M = 5.13$, $SD = 1.147$), indicating strong energy and resilience. Dedication ($M = 4.91$, $SD = 0.180$) was very high, showing strong identification with their work. Absorption ($M = 4.33$, $SD = 0.177$) was also rated very high, suggesting sustained focus and task immersion.

The overall work engagement scores for both groups— $M = 4.74$ ($SD = 0.089$) for the lower-education group and $M = 4.81$ ($SD = 0.434$) for the higher-education group—show that employees, regardless of educational background, demonstrate strong work engagement. While the higher-education group reported slightly higher scores in vigor and dedication, these differences represent descriptive tendencies rather than meaningful distinctions. Engagement levels remain consistently strong across the entire workforce.

Table 12: Extent of Work Engagement According to Length of Service

Dimensions	Shorter (n = 124)			Longer (n = 7)		
	Mean	SD	VI	Mean	SD	VI
Vigor	5.05	0.834	VHE	4.95	0.083	VHE
Dedication	4.88	0.224	VHE	4.88	0.195	VHE
Absorption	4.35	0.15	VHE	4.23	0.214	VHE
Overall	4.78	0.321	VHE	4.71	0.075	VHE

Legend: VHE = Very High Extent

Table 12 presents the extent of work engagement among employees when grouped according to length of service. Both shorter-tenured employees ($n = 124$) and longer-tenured employees ($n = 7$) reported a very high extent of engagement across the three dimensions of vigor, dedication, and absorption.

Among employees with shorter service, Vigor yielded the highest mean ($M = 5.05$, $SD = 0.834$), indicating that newer employees feel energetic, enthusiastic, and mentally resilient in performing their tasks. Dedication ($M = 4.88$, $SD = 0.224$) also scored very high, suggesting that these employees find meaning, pride, and inspiration in their work. Absorption ($M = 4.35$, $SD = 0.150$) remained within the very high extent, showing that shorter-tenured employees are often immersed and focused while working.

Employees with longer service reported similarly high levels of engagement. Vigor ($M = 4.95$, $SD = 0.083$) and Dedication ($M = 4.88$, $SD = 0.195$) both fell within the very high range, indicating sustained energy and commitment even among those who have been with the organization longer. Absorption ($M = 4.23$, $SD = 0.214$), though slightly lower compared to the shorter-tenure group, still reflects strong immersion in work tasks. As before, the zero decimal variation in some values and the small group size ($n = 7$) suggest that results for this group should be interpreted with caution.

The overall work engagement mean remained very high for both groups: $M = 4.78$ ($SD = 0.321$) for shorter-service employees and $M = 4.71$ ($SD = 0.075$) for longer-service employees. These findings indicate that high engagement is consistent across tenure categories, with both newer and more seasoned employees demonstrating strong energy, involvement, and focus in their roles. Differences are minor and represent descriptive tendencies rather than meaningful distinctions.

Table 13 presents the extent of knowledge-sharing practices among all 131 employees in the study. The overall mean score of 4.79 ($SD = 0.305$) indicates a very high extent of knowledge sharing within the participating cakes and pastry shops. This suggests that employees frequently exchange information, support one another, and contribute knowledge that benefits team performance and innovation.

Table 13: Extent of Work Engagement According to Length of Service

Dimensions	Mean	Standard Deviation	Verbal Interpretation
Individual Scale	4.88	0.294	VHE
Team Culture Scale	4.77	0.135	VHE
Service Innovation Performance Scale	4.75	1.018	VHE
Overall	4.79	0.305	VHE

Legend: VHE = Very High Extent

Across the three dimensions, the Individual Scale recorded the highest mean ($M = 4.88$, $SD = 0.294$). This indicates that employees consistently engage in personal knowledge-sharing behaviors such as offering advice, teaching coworkers, and voluntarily sharing work-related information. These findings suggest that individual willingness to share skills and insights is a strong feature of the workplace culture.

The Team Culture Scale followed with a mean of 4.77 ($SD = 0.135$), also interpreted as a very high extent. This reflects a workplace climate where collaboration, open communication, and mutual support are strongly present. Such a team-oriented environment may help sustain both learning and problem-solving, especially in small business settings where teamwork is essential to daily operations.

The Service Innovation Performance Scale registered a mean of 4.75 ($SD = 1.018$), likewise within the very high range. This dimension captures how knowledge sharing contributes to innovation—such as improving service quality, enhancing product presentation, or refining operational processes. Although this dimension has the highest variability ($SD = 1.018$), the mean suggests that employees perceive their shared knowledge as contributing meaningfully to innovation and service improvement.

Overall, the consistently high ratings across all dimensions suggest that knowledge sharing is strongly embedded in the organizational practices of these establishments. Employees appear motivated to support one another, maintain open communication, and contribute to continuous improvement, which are critical elements in fast-paced, labor-intensive service settings like bakery and pastry shops.

Table 14: Knowledge Sharing as Perceived by the Cakes and Pastries Employees When Grouped According to Age

Dimensions	Younger (n = 128)			Older (n = 3)		
	Mean	SD	VI	Mean	SD	VI
Individual Scale	4.88	0.294	VHE	4.87	0.115	VHE

Team Culture Scale	4.77	0.058	VHE	4.71	0.075	VHE
Service Innovation Performance Scale	4.75	0.069	VHE	4.74	0.046	VHE
Overall	4.79	0.088	VHE	4.76	0.075	VHE

Legend: VHE = Very High Extent

Table 15 shows the extent of knowledge sharing when employees are grouped by sex. Results indicate that both male (n = 88) and female (n = 43) employees reported a very high extent of knowledge-sharing practices across all dimensions—individual sharing, team culture, and service innovation performance.

For male employees, the Individual Scale registered the highest mean (M = 4.88, SD = 0.178), suggesting that males frequently share information, skills, and work-related insights with their colleagues. The Team Culture Scale (M = 4.77, SD = 0.063) also reflected a very high extent, indicating that males perceive their teams as collaborative, supportive, and communicative. The Service Innovation Performance Scale (M = 4.76, SD = 0.072) likewise showed a very high rating, suggesting that male employees view their shared knowledge as contributing significantly to improving service processes and innovation.

Table 15: Knowledge Sharing as Perceived by the Cakes and Pastries Employees When Grouped According to Sex

Dimensions	Male (n = 88)			Female (n = 43)		
	Mean	SD	VI	Mean	SD	VI
Individual Scale	4.88	0.178	VHE	4.88	0.443	VHE
Team Culture Scale	4.77	0.063	VHE	4.76	0.048	VHE
Service Innovation Performance Scale	4.76	0.072	VHE	4.75	0.062	VHE
Overall	4.8	0.066	VHE	4.78	0.122	VHE

Legend: VHE = Very High Extent

Female employees showed a highly similar pattern. Their Individual Scale mean was also 4.88 (SD = 0.443), indicating strong personal engagement in knowledge-sharing behaviors. The Team Culture Scale (M = 4.76, SD = 0.048) reflected very high perceptions of teamwork, cooperation, and information flow. The Service Innovation Performance Scale (M = 4.75, SD = 0.062) further suggests that female employees see knowledge sharing as enhancing product and service innovation.

The overall knowledge-sharing mean remained very high for both groups—4.80 (SD = 0.066) for males and 4.78 (SD = 0.122) for females—demonstrating that sex does not appear to differentiate the extent to which employees share knowledge. Both male and female employees actively engage in exchanging skills, supporting coworkers, and contributing to service improvement within their workplace environments.

Table 16: Knowledge Sharing as Perceived by the Cakes and Pastries Employees When Grouped According to Marital Status

Dimensions	Single (n = 96)			Married (n = 35)		
	Mean	SD	VI	Mean	SD	VI
Individual Scale	4.87	0.326	VHE	4.9	0.161	VHE

Team Culture Scale	4.46	0.408	VHE	4.78	0.052	VHE
Service Innovation Performance Scale	4.76	0.061	VHE	4.78	0.068	VHE
Overall	4.79	0.097	VHE	4.8	0.054	VHE

Legend: VHE = Very High Extent

Table 16 presents the extent of knowledge sharing when employees are grouped according to marital status. Both single (n = 96) and married (n = 35) employees reported a very high extent of knowledge-sharing behavior across all dimensions: individual sharing, team culture, and service innovation performance.

Among single employees, the Individual Scale recorded the highest mean (M = 4.87, SD = 0.326), indicating frequent personal efforts to share ideas, techniques, and work-related information with colleagues. The Team Culture Scale (M = 4.46, SD = 0.408) also reflected a very high extent, though slightly lower than other dimensions, suggesting that while collaboration is strong, perceptions of team-based knowledge exchange may vary more widely among single employees. The Service Innovation Performance Scale (M = 4.76, SD = 0.061) likewise registered a very high extent, showing that knowledge sharing among this group is perceived to support service enhancement and continuous improvement.

Married employees displayed similarly high levels of knowledge sharing across all dimensions. Their Individual Scale mean (M = 4.90, SD = 0.161) was slightly higher than that of single respondents, indicating a strong willingness to provide guidance and share expertise. The Team Culture Scale (M = 4.78, SD = 0.052) also scored very high, suggesting that married employees perceive their teams as cohesive and communicative. The Service Innovation Performance Scale (M = 4.78, SD = 0.068) further indicates that married employees associate knowledge sharing with improvements in service and product quality.

Overall, both groups reported nearly identical composite means—M = 4.79 (SD = 0.097) for single employees and M = 4.80 (SD = 0.054) for married employees—demonstrating consistently strong knowledge-sharing practices regardless of marital status. These findings highlight a collaborative workplace environment in which employees share skills, support each other, and contribute to innovation, regardless of their personal circumstances.

Table 17: Knowledge Sharing as Perceived by the Cakes and Pastries Employees When Grouped According to Educational Attainment

Dimensions	Lower (n = 66)			Higher (n = 65)		
	Mean	SD	VI	Mean	SD	VI
Individual Scale	4.89	0.38	VHE	4.87	0.159	VHE
Team Culture Scale	4.76	0.058	VHE	4.77	0.06	VHE
Service Innovation Performance Scale	4.75	0.071	VHE	4.75	0.067	VHE
Overall	4.8	0.108	VHE	4.79	0.06	VHE

Legend: VHE = Very High Extent

Table 17 presents the extent of knowledge sharing among employees grouped by educational attainment. Both those with lower educational attainment (n = 66) and those with higher educational attainment (n = 65) reported a very high extent of knowledge-sharing behaviors across all dimensions assessed.

Employees with lower educational attainment rated the Individual Scale highest ($M = 4.89$, $SD = 0.380$), indicating that they frequently share skills, information, and work-related insights with colleagues. Their Team Culture Scale score ($M = 4.76$, $SD = 0.058$) also falls within the very high range, reflecting strong perceptions of teamwork, cooperation, and open communication within their work environment. The Service Innovation Performance Scale ($M = 4.75$, $SD = 0.071$) suggests that employees in this group perceive knowledge sharing as contributing significantly to service improvement and innovation. Overall, the group's composite score ($M = 4.80$, $SD = 0.108$) confirms a consistently strong pattern of knowledge-sharing behavior.

The group with higher educational attainment exhibited nearly identical levels of knowledge sharing. Their Individual Scale mean ($M = 4.87$, $SD = 0.159$) reflects a strong willingness to share expertise and provide assistance to colleagues. Their Team Culture Scale ($M = 4.77$, $SD = 0.060$) also indicates a very high perception of collaborative work culture. The Service Innovation Performance Scale ($M = 4.75$, $SD = 0.067$) showed that this group likewise perceives shared knowledge as valuable for improving services and operational processes.

Overall, both groups posted highly similar composite means—4.80 for the lower-education group and 4.79 for the higher-education group—indicating that employees, regardless of educational background, engage actively in knowledge sharing and experience a collaborative organizational environment. Minor descriptive differences do not suggest substantive distinctions between groups; rather, they highlight a consistently strong culture of communication and learning across the workforce.

Table 18: Knowledge Sharing as Perceived by the Cakes and Pastries Employees When Grouped According to Length of Service

Dimensions	Shorter (n = 124)			Longer (n = 7)		
	Mean	SD	VI	Mean	SD	VI
Individual Scale	4.88	0.296	VHE	4.8	0.163	VHE
Team Culture Scale	4.77	0.06	VHE	4.75	0.177	VHE
Service Innovation Performance Scale	4.75	0.07	VHE	4.78	0.03	VHE
Overall	4.79	0.089	VHE	4.77	0.049	VHE

Legend: VHE = Very High Extent

Table 18 presents the extent of knowledge sharing among employees grouped by length of service. Both shorter-tenured employees ($n = 124$) and longer-tenured employees ($n = 7$) reported a very high extent of knowledge-sharing practices across all assessed dimensions.

Among employees with shorter length of service, the Individual Scale showed the highest mean ($M = 4.88$, $SD = 0.296$), indicating that newer employees actively share information, skills, and work-related insights with colleagues. The Team Culture Scale ($M = 4.77$, $SD = 0.060$) also registered a very high extent, suggesting that even those who have been employed for a shorter period perceive their work environment as collaborative and communicative. The Service Innovation Performance Scale ($M = 4.75$, $SD = 0.070$) further highlights that knowledge sharing among shorter-tenured employees contributes positively to the improvement of services, processes, and product quality.

Longer-tenured employees exhibited a similarly strong pattern of knowledge sharing. Their Individual Scale mean ($M = 4.80$, $SD = 0.163$) shows that experienced staff also actively share their expertise and insights. The Team Culture Scale ($M = 4.75$, $SD = 0.177$) reflects strong perceptions of teamwork and cooperation. The Service Innovation Performance Scale ($M = 4.78$, $SD = 0.030$) indicates that veteran employees view knowledge sharing as integral to enhancing service innovation. Given the small size of this group, these values should be interpreted as descriptive tendencies rather than robust estimates.

Overall, both groups demonstrated very high composite scores ($M = 4.79$, $SD = 0.089$ for shorter service; $M = 4.77$, $SD = 0.049$ for longer service), suggesting that knowledge sharing is a consistent and well-established practice across all tenure levels. Regardless of how long employees have been with the organization, they engage actively in sharing information, supporting teammates, and contributing to innovation-oriented improvements within the workplace.

Discussion and Analysis

Overall profile: a highly committed, engaged, and collaborative workforce

Across all tables, employees of cakes and pastry shops in Metro Bacolod reported very high levels of organizational commitment, work engagement, and knowledge sharing. Affective and continuance commitment were particularly strong; vigor and dedication were the most salient facets of engagement; and individual knowledge-sharing behaviors scored slightly higher than team and innovation dimensions. Taken together, these patterns suggest a workforce that feels emotionally attached to their organizations, sees clear practical benefits in staying, experiences high energy and pride in their work, and routinely exchanges information and skills with colleagues.

From the perspective of SET, such a profile is consistent with workplaces where employees perceive that their contributions are reciprocated with valued outcomes—stable employment, fair treatment, or supportive relationships—encouraging them to “repay” the organization through loyalty, effort, and cooperation (Erkutlu & Chafra, 2022; Johnson & Ferguson, 2022). SDT likewise helps explain the findings: when autonomy, competence, and relatedness needs are reasonably met, workers tend to display higher commitment, engagement, and willingness to share knowledge (Ryan, 2023; Mohammed et al., 2025).

Organizational commitment: strong affective bonds with nuanced bases for staying

The results show uniformly very high organizational commitment (overall $M = 4.72$), with affective commitment consistently scoring highest across demographic groups. This suggests that employees stay primarily because they want to—because they feel emotionally connected to their shops, colleagues, and work roles—rather than only because they have to or ought to (Meyer & Allen, 1997; Lee & Kim, 2023). In a small-enterprise context where daily interactions are personal and face-to-face, such affective bonds are unsurprising; close-knit teams, shared routines, and direct contact with owners or supervisors can foster a sense of belonging and identity that is harder to cultivate in large chains.

Continuance commitment also scored very high, especially among employees with lower educational attainment and longer tenure. Descriptively, this hints that for some workers—particularly those with fewer formal qualifications or deeper organizational histories—the perceived cost of leaving (loss of income, difficulty finding similar work, disruption of relationships) is salient. While continuance commitment helps reduce turnover, prior research cautions that it does not always translate into proactive behavior or intrinsic motivation (Eisenberger et al., 2019). For bakery owners, this means that relying solely on “lock-in” factors such as limited alternatives or seniority-based benefits may sustain tenure but not necessarily innovation or discretionary effort.

Across marital status, sex, age, and length of service, overall commitment scores were remarkably similar, suggesting that in this sector, shared work conditions and interpersonal climate may matter more than personal demographics. This aligns with studies in hospitality and small service firms that find organizational climate and supervisor behavior to be stronger predictors of commitment than static characteristics like age or civil status (Grobelsa & Tokarz-Kocik, 2025; Lădaru et al., 2021). The consistently slightly lower scores for normative commitment—though still at a very high extent—suggest that moral obligation (“I ought to stay”) plays a supportive but not primary role; employees seem driven more by emotional attachment and perceived benefits than by duty alone.

Work engagement: high energy and pride, slightly shallower absorption

Work engagement also emerged at a very high level (overall $M = 4.78$), with vigor and dedication outpacing absorption. Employees across all groups reported feeling energetic, resilient, and proud of their work. This pattern

resonates with evidence that engagement in service jobs is often energized by direct customer interaction, visible results (e.g., products baked and served), and the satisfaction of meeting immediate demands (De Carlo et al., 2020; Hafiz, 2024).

The comparatively lower—but still very high—scores for absorption suggest that while employees are committed and energetic, being fully and continuously “lost in their work” may be more difficult. Cakes and pastry shops are characterized by rapid task switching (from preparation to baking, decorating, serving, and clean-up), time pressure, and interruptions from customers or coworkers. Such conditions, described in the job demands–resources literature, can limit the depth and continuity of concentration even when motivation is strong (Bakker et al., 2014; Van den Broeck et al., 2017). In other words, employees are engaged, but their roles may not always allow extended periods of flow-like immersion.

Descriptively, engagement scores were uniformly very high across age, sex, marital status, education, and tenure, mirroring the commitment results. Younger and newer employees were slightly higher on vigor, while older and longer-tenured staff showed similarly strong but marginally more moderated levels of energy and absorption. These small differences are best read as natural variations rather than meaningful divergences, especially given the tiny numbers in some subgroups. The overall pattern suggests that engagement is a shared experience shaped by the daily realities of bakery work—tight-knit teams, visible outputs, and customer interaction—rather than by demographic distinctions.

Knowledge sharing: interpersonal exchange as an everyday practice

Knowledge sharing likewise emerged at a very high extent overall ($M = 4.79$). The individual scale consistently recorded the highest means, indicating that employees personally and frequently share tips, techniques, and procedural know-how—showing coworkers how to decorate a cake, troubleshoot dough problems, or handle difficult customers. This supports Yeboah’s (2023) observation that in many organizations, informal, peer-to-peer exchanges are the backbone of knowledge transfer, even in the absence of formal systems.

High scores on team culture and service innovation performance suggest that employees not only share knowledge but also perceive that this sharing improves teamwork and service outcomes. In small bakery settings, where product quality and timely service depend on tight coordination during rush periods, such collaborative cultures are particularly valuable. The slightly higher variability in the innovation dimension (as seen in the larger standard deviation) may reflect differences between shops in how explicitly knowledge sharing is linked to experimentation—for example, some teams may regularly co-create new products or presentation styles, while others primarily use knowledge sharing to maintain existing standards.

Again, demographic groupings revealed only minor descriptive differences. Men and women, single and married employees, and workers across educational and tenure levels all reported very high knowledge-sharing practices. This pattern reinforces SDT’s notion that when people feel competent and related to others, they are likely to share what they know regardless of background (Ryan, 2023). It also aligns with SET-based findings that reciprocal helping behaviors flourish in workgroups where support and trust are widely distributed, not reserved for certain categories of staff (Johnson & Ferguson, 2022).

Interpreting the alignment of commitment, engagement, and knowledge sharing

Although this version of the study deliberately avoids inferential tests and correlation analysis, the parallel patterns across constructs are noteworthy. Employees who report very high affective and continuance commitment also report very high vigor, dedication, and knowledge sharing. Conceptually, this aligns with research suggesting that committed employees are more willing to invest effort and to go beyond formal role requirements, including sharing expertise and supporting coworkers (Erkutlu & Chafra, 2022; Arcadio et al., 2023). Likewise, engaged employees often act as “knowledge hubs,” translating their energy and enthusiasm into mentoring and collaborative problem-solving (Fait et al., 2021; Yeboah, 2023).

However, the descriptive nature of the present analysis—and the ceiling effects created by consistently very high scores—mean that we cannot claim that one construct directly causes or predicts another. The three may be co-shaped by underlying conditions such as supportive leadership, clear task structures, and strong interpersonal bonds typical of small enterprises. Future studies using probability sampling, broader variability in responses, and appropriate inferential models would be needed to test whether and how these constructs statistically reinforce one another in this context.

Sector-specific insights: small-enterprise realities in Metro Bacolod

The findings contribute localized evidence to a literature still dominated by studies of large hotels, corporate offices, and multinational firms. In Metro Bacolod's cakes and pastry shops, very high commitment, engagement, and knowledge sharing appear to be sustained despite typical small-business constraints such as lean staffing, limited formal HR systems, and reliance on manual processes. This aligns with prior observations that micro and small food enterprises can leverage close interpersonal relationships and shared daily routines to compensate for structural limitations (Bhandari, 2025; Lee et al., 2020).

At the same time, the slightly lower scores in normative commitment and absorption hint at areas of vulnerability. Employees may be deeply attached to their work and colleagues but less anchored by a strong sense of moral obligation or uninterrupted focus. In demanding, customer-facing environments, fatigue, role overload, or ambiguous expectations could erode these dimensions over time if not managed carefully (Hämmig, 2023; Bai et al., 2023). Owners and managers therefore need to maintain supportive schedules, fair workloads, and opportunities for recovery, not simply rely on employees' intrinsic motivation or loyalty.

Practical implications for bakery and pastry shops

The descriptive patterns point to several practical directions for workforce development and organizational sustainability:

1. **Protect and deepen affective commitment.** Since emotional attachment is already strong, managers can reinforce it through recognition, involvement in decision-making, and transparent communication about business goals. These practices are known to strengthen affective bonds and reduce the risk of commitment eroding under pressure (Lee & Kim, 2023; Rubenstein et al., 2019).
2. **Channel continuance motives into growth opportunities.** The high continuance commitment, especially among lower-educated and longer-tenured employees, can be used as a foundation for offering skill-building opportunities, internal advancement paths, or certification programs. This helps shift the basis for staying from "I cannot leave" toward "I choose to stay because I am growing here."
3. **Support deeper absorption without overburdening staff.** Slightly lower absorption scores suggest a need for job and schedule design that allow employees pockets of uninterrupted time for complex tasks (e.g., intricate decorating, inventory planning), while also providing adequate rest. Brief, structured focus periods and clear role allocations during peak times may help.
4. **Formalize and recognize knowledge-sharing practices.** Given the already high levels of informal sharing, simple structures—such as short pre-shift huddles, peer demonstrations, or rotating "tips of the day"—can make knowledge transfer more deliberate and visible. Acknowledging employees who share ideas that improve quality or efficiency can further reinforce this behavior (Yeboah, 2023).
5. **Sustain an inclusive climate across demographic lines.** The near-uniform scores across age, sex, marital status, education, and tenure underscore that the current climate is broadly inclusive. Management should continue to avoid practices that privilege particular subgroups and instead nurture shared norms of respect, cooperation, and mutual support.

Limitations and directions for future research

Several limitations shape how these findings should be interpreted. First, the use of convenience sampling and unknown population size limits the generalizability of results beyond the participating establishments. Second, some subgroups—particularly older and longer-tenured employees—were very small, so their descriptive means should not be overinterpreted as representative of all workers in those categories. Third, all measures relied on self-report questionnaires, which may be influenced by social desirability, especially in close-knit workplaces where anonymity, though assured, might still feel tenuous. Finally, the consistently very high scores across constructs suggest possible ceiling effects, which constrain the ability to detect finer-grained differences or relationships.

Future research could address these limitations by employing probability sampling across a larger number of establishments, incorporating qualitative methods (e.g., interviews or focus groups) to explore how employees narrate their commitment and engagement, and using longitudinal designs to see how these constructs evolve in response to business challenges or organizational changes. Studies that include owner-managers and customers could also provide a more holistic picture of how human factors contribute to the competitiveness and resilience of small bakery enterprises.

Conclusion

This study set out to describe the extent of organizational commitment, work engagement, and knowledge sharing among employees of selected cakes and pastry shops in Metro Bacolod. Drawing on Social Exchange Theory and Self-Determination Theory, the research focused on portraying current patterns rather than testing inferential relationships or group differences. The findings reveal a consistently positive picture: employees reported very high levels of commitment, engagement, and knowledge-sharing practices across all dimensions measured.

Organizational commitment was strongest in its affective form, indicating that employees largely remain with their organizations because they want to—out of emotional attachment and identification—rather than solely because they have to or ought to. Work engagement likewise emerged at a very high extent, with vigor and dedication particularly salient, suggesting that employees feel energetic, proud, and enthusiastic about their roles, even in a fast-paced and demanding service environment. Knowledge sharing was also reported at a very high level, driven most strongly by individual willingness to exchange information and supported by collaborative team cultures that employees perceive as contributing to service innovation.

Across demographic groupings—age, sex, marital status, educational attainment, and length of service—scores for all three constructs remained uniformly high, with only minor descriptive variations. This pattern suggests that in these small bakery enterprises, shared work conditions, interpersonal relationships, and workplace culture may exert a stronger influence on employee attitudes than personal demographic characteristics. At the same time, the slightly lower yet still very high scores in normative commitment and absorption hint at areas where organizations may need to remain attentive, particularly to avoid overreliance on perceived costs of leaving and to support deeper focus amid multi-tasking demands.

The results carry several practical implications. Owners and managers can build on existing strengths by sustaining practices that nurture affective bonds (recognition, involvement, open communication), channeling continuance motives into opportunities for skill development and career growth, and formalizing knowledge-sharing routines that already occur informally. Efforts to protect employee energy and focus—through fair workload distribution, clear role assignments during peak hours, and opportunities for recovery—will also be important to keep engagement high over time.

Finally, the study has limitations that frame its conclusions. Convenience sampling, unknown population size, small numbers in some subgroups, and reliance on self-report data restrict the generalizability of findings and preclude robust inferential analysis. Future research could address these limitations through larger and more representative samples, mixed-methods approaches, and longitudinal designs that track how commitment, engagement, and knowledge sharing evolve as businesses grow or face external shocks. Despite these constraints, the study contributes

localized, sector-specific evidence showing that employees in Metro Bacolod's cakes and pastry shops form a highly committed, engaged, and collaborative workforce—an important human foundation for the sustainability and competitiveness of small food service enterprises.

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