

Work Enthusiasm, Interpersonal Dynamics and Organizational Ethos of One Person Corporations in Batangas City, Philippines

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ABSTRACT

The launch of a One Person Corporation (OPC) under the Revised Corporation Code of the Philippines (R.A. 11232) represents a significant reform in business formation (Barro et al.). Hence, the researcher was motivated to conduct this study utilizing a correlational research design to 83 OPC employees in Batangas City, Philippines. This study determined the relationship of work enthusiasm, interpersonal dynamics and organizational ethos among the employees. Findings show that employees demonstrated high level of work enthusiasm, strong interpersonal dynamics, and functional organizational ethos for OPCs. Also, work enthusiasm significantly impacts employees' interpersonal dynamics and organizational ethos among OPCs. Moreover, employees' interpersonal dynamics does not significantly impact organizational ethos among OPCs. The regression model is statistically significant between work enthusiasm and interpersonal dynamics. This means that, as a whole, this means that work enthusiasm and interpersonal dynamics significantly influence organizational outcomes and are meaningful predictors of changes in the dependent variable. Hence, it is suggested that the proposed management plan that targeted interventions are implemented to enhance work enthusiasm, interpersonal dynamics, and organizational ethos of OPCs in Batangas City, Philippines.

Keywords: OPCs, work enthusiasm, interpersonal dynamics, organizational ethos

INTRODUCTION

One Person Corporations (OPCs), also referred to globally as single-member or single-shareholder companies, have become increasingly important in the modern business environment because of their flexibility, simplified compliance requirements, and support for individual entrepreneurship. International organizations and recent studies recognize OPCs as contributors to entrepreneurship, innovation, and employment generation, particularly among micro and small enterprises (Organisation for Economic Co-operation and Development [OECD], 2021; World Bank, 2022). As OPCs expand and begin employing workers, organizational factors such as employee behavior, communication, and shared values become essential to sustaining effectiveness and long-term growth (Rauch & Frese, 2021; Singh et al., 2022). This global trend reflects the growing relevance of OPCs as a business model that combines individual ownership with corporate legitimacy and continuity (Emerhub, 2025; Respicio, 2025).

In the Philippines, the One Person Corporation was formally introduced through the Revised Corporation Code of the Philippines or Republic Act No. 11232, enacted in 2019. Under Section 116 of the law, the sole stockholder automatically serves as both director and president, allowing simplified governance while

maintaining a separate legal personality. Research by Barro et al. (2025) emphasizes that OPCs help formalize and strengthen small businesses by providing a stable legal and organizational structure. Such a structure may also influence employee motivation, workplace cohesion, and organizational interaction, especially since employees often work closely with a single leader in OPC settings.

Work enthusiasm, interpersonal dynamics, and organizational ethos are key organizational variables that influence employee and organizational outcomes. Work enthusiasm refers to employees' energy, dedication, and engagement toward their work, which are associated with higher productivity, motivation, and job satisfaction (Delima et al., 2025; Schaufeli et al., 2024). Interpersonal dynamics involve the quality of interactions among employees and leaders, contributing to trust, collaboration, and workplace harmony (Lim & Asiri, 2024; Mohammed et al., 2024). Meanwhile, organizational ethos represents the shared values and guiding principles that shape employee behavior and organizational identity, fostering ethical conduct and unity within the workplace (Adhikari & Budhathoki, 2024; Lorenz, 2023). These dimensions are especially relevant in OPCs, where leadership influence is often direct and highly visible.

Despite the recognized importance of these organizational factors, most existing studies focus on large or multi-shareholder corporations, leaving limited research on OPCs, particularly in localized settings such as Batangas City. This study therefore seeks to examine the relationship among work enthusiasm, interpersonal relationships, and organizational ethos within OPCs in Batangas City. By exploring how these variables contribute to productive, ethical, and harmonious workplaces, the study aims to expand organizational behavior research in the context of OPCs and provide insights that may benefit both academic research and managerial practice.

METHODS

This study utilized a descriptive-correlational research design using a survey questionnaire as the primary data-gathering instrument. Descriptive research was employed to describe the characteristics of work enthusiasm, interpersonal dynamics, and organizational ethos among employees of One Person Corporations (OPCs) in Batangas City, while correlational research examined the relationships among these variables. The primary data were gathered from employees of OPCs in Batangas City. From a total population of 104 employees identified through the Business Licensing and Permit Office (BPLO), a sample size of 83 respondents was determined using the Raosoft Calculator with a 95% confidence level and a 5% margin of error. Respondents were selected through simple random sampling.

A self-made questionnaire consisting of three parts was used in the study: work enthusiasm, interpersonal dynamics, and organizational ethos. To ensure validity, the instrument underwent face validation by a panel composed of a researcher, statistician, and field specialist, with revisions incorporated based on their recommendations. Reliability testing using Cronbach's alpha yielded acceptable reliability scores of .765 for work enthusiasm, .752 for interpersonal dynamics, and .779 for organizational ethos. A four-point Likert scale was utilized to interpret the responses, with verbal interpretations ranging from very low to very high for work enthusiasm, very weak to very strong for interpersonal dynamics, and dysfunctional to exemplary for organizational ethos.

For the data-gathering procedure, the researcher first secured permission from the BPLO to obtain a list of OPCs in Batangas City and then personally distributed the survey questionnaires to selected employees. Respondents voluntarily completed the questionnaires while being assured of confidentiality and privacy. The gathered data were tabulated and statistically analyzed using weighted mean to determine the average responses, Pearson r to identify relationships among variables, and multiple regression analysis to assess

the strength and direction of relationships between work enthusiasm, interpersonal relationships, and organizational ethos in OPCs in Batangas City.

RESULTS AND DISCUSSION

Table 1: Composite Table of the Level of Work Enthusiasm among Employees of One Person Corporations in Batangas City, Philippines

Indicators	Weighted Mean	Verbal Interpretation	Rank
Organizational incentives	3.15	High	2.5
Work-life balance	3.15	High	2.5
Perceived fairness	3.09	High	4.5
Workplace culture	3.18	High	1
Leadership style	3.09	High	4.5
Overall Weighted Mean	3.13	High	

Table 1 shows that the level of work enthusiasm among employees of One Person Corporations in Batangas City is generally high, as reflected in the overall weighted mean of 3.13. Among the indicators, workplace culture obtained the highest rank, suggesting that a positive and supportive work environment greatly contributes to employees’ enthusiasm and motivation in performing their duties. Organizational incentives and work-life balance shared the second rank, indicating that employees value both rewards and the opportunity to maintain balance between their personal and professional lives. Meanwhile, perceived fairness and leadership style received slightly lower yet still high ratings, implying that employees generally experience fair treatment and effective leadership within their organizations. Overall, the findings indicate that employees possess a positive level of work enthusiasm, which may contribute to improved organizational productivity and effectiveness.

The findings are supported by recent studies which emphasized that leadership style, workplace culture, and fairness significantly influence employee engagement and enthusiasm. According to Al Halbusi et al. (2022), supportive leadership and positive organizational practices strengthen employees’ motivation and engagement in the workplace. Similarly, Rony et al. (2024) found that work-life balance and a supportive organizational environment positively affect employees’ job satisfaction and work commitment. Moreover, Charoensukmongkol and Phungsoonthorn (2022) explained that employees who perceive fairness, recognition, and ethical treatment in the organization are more likely to demonstrate positive work attitudes and higher levels of engagement. These studies support the present findings that employees’ enthusiasm is strengthened when organizations promote a healthy culture, fair treatment, effective leadership, and balanced work conditions.

Table 2: Composite Table of the Level of Interpersonal Dynamics among Employees of One Person Corporations in Batangas City, Philippines

Indicators	Weighted Mean	Verbal Interpretation	Rank
Emotional intelligence	3.01	Strong	5
Communication competence	3.04	Strong	3
Conflict management style	3.05	Strong	2
Interpersonal trust	3.03	Strong	4

Social support	3.06	Strong	1
Overall Weighted Mean	3.041	Strong	

Table 2 presents the level of interpersonal dynamics among employees of One Person Corporations in Batangas City, Philippines, with an overall weighted mean of 3.041 interpreted as strong. Among the indicators, social support ranked first, indicating that employees commonly experience encouragement, assistance, and positive relationships with their colleagues in the workplace. Conflict management style and communication competence also received high rankings, suggesting that employees are generally capable of resolving workplace disagreements effectively and maintaining clear communication with others. Meanwhile, interpersonal trust and emotional intelligence obtained slightly lower rankings, though both were still interpreted as strong, implying that employees demonstrate trust and emotional awareness in their interactions. Overall, the findings suggest that employees maintain healthy interpersonal relationships that may contribute to teamwork, collaboration, and organizational effectiveness.

The findings are supported by recent studies emphasizing the importance of interpersonal relationships and social interaction in the workplace. According to Mikkelsen et al. (2021), social support and effective communication significantly improve employee collaboration, work engagement, and organizational performance. Similarly, Zhu et al. (2022) found that emotional intelligence and interpersonal trust strengthen teamwork and help employees manage workplace conflicts more effectively. Furthermore, Alshawabkeh et al. (2023) explained that organizations with strong interpersonal relationships and supportive work environments tend to experience better employee satisfaction, cooperation, and productivity. These studies support the present findings that strong interpersonal dynamics among employees contribute positively to harmonious workplace relationships and overall organizational success.

Table 3: Composite Table of the Level of Organizational Ethos among Employees of One Person Corporations in Batangas City, Philippines

Indicators	Weighted Mean	Verbal Interpretation	Rank
Managing change	2.97	Functional	4
Attaining goals	2.99	Functional	2.5
Coordinating teamwork	2.99	Functional	2.5
Cultural strength	3.01	Functional	1
Overall Weighted Mean	2.99	Functional	

Table 3 presents the level of organizational ethos among employees of One Person Corporations in Batangas City, Philippines, with an overall weighted mean of 2.99 interpreted as functional. Among the indicators, cultural strength ranked first, indicating that employees generally perceive the presence of shared values, beliefs, and practices within their organizations. Attaining goals and coordinating teamwork shared the second rank, suggesting that employees are able to work collaboratively and remain focused on organizational objectives. Meanwhile, managing change received the lowest rank, although it was still interpreted as functional, implying that employees perceive organizational adjustments and adaptability as present but less evident compared to other aspects. Overall, the findings suggest that the organizations maintain a functional organizational ethos that supports workplace cooperation and goal achievement.

The findings are supported by recent studies highlighting the importance of organizational culture, teamwork, and adaptability in organizational effectiveness. According to Schein and Schein (2021), a strong organizational culture promotes unity, employee commitment, and shared organizational values, which contribute to better organizational performance. Similarly, Ali et al. (2022) emphasized that teamwork and goal alignment improve organizational efficiency and employee productivity, particularly when employees clearly understand organizational objectives. Furthermore, Errida and Lotfi (2021) explained that effective change management practices help organizations adapt to internal and external challenges while maintaining employee cooperation and organizational stability. These studies support the present findings that organizational ethos becomes more effective when organizations strengthen workplace culture, teamwork, goal orientation, and adaptability to change.

Table 4: Relationship between the Work Enthusiasm and Interpersonal Dynamics among Employees of One Person Corporations in Batangas City, Philippines

Work enthusiasm	Interpersonal dynamics				
	Emotional intelligence	Communication competence	Conflict management style	Interpersonal trust	Social support
Organizational incentives	r=-0.070 Negligible correlation p=0.524	r=-0.025 Negligible correlation p=0.822	r=0.199 Low correlation p=0.067	r=0.016 Negligible correlation p=0.888	r=-0.002 Negligible correlation p=0.986
Work-life balance	r=0.017 Negligible correlation p=0.875	r=0.028 Negligible correlation p=0.803	r=0.112 Low correlation p=0.308	r=0.021 Negligible correlation p=0.851	r=-0.073 Negligible correlation p=0.506
Perceived fairness	r=0.281** Low correlation p=0.009	r=0.011 Negligible correlation p=0.921	r=-0.080 Negligible correlation p=0.466	r=-0.042 Negligible correlation p=0.703	r=0.075 Negligible correlation p=0.494
Workplace culture	r=-0.066 Negligible correlation p=0.551	r=-0.061 Negligible correlation p=0.581	r=-0.047 Negligible correlation p=0.669	r=0.311** Low correlation p=0.004	r=0.020 Negligible correlation p=0.854
Leadership style	r=-0.094 Negligible correlation p=0.394	r=-0.056 Negligible correlation p=0.611	r=-0.121 Low correlation p=0.270	r=0.115 Low correlation p=0.293	r=-0.040 Negligible correlation p=0.718

**Significant @ 0.01

As presented in Table 4, only two variable pairs exhibited statistically significant relationships at the 0.01 level. Perceived fairness and emotional intelligence showed a significant low positive correlation ($r = 0.281$, $p = 0.009$), indicating that employees who perceive fairness within the organization tend to

demonstrate better emotional awareness and management in workplace interactions. Likewise, workplace culture and interpersonal trust revealed a significant low positive relationship ($r = 0.311, p = 0.004$), suggesting that a supportive organizational culture helps strengthen trust, mutual respect, and positive relationships among employees. Overall, the findings imply that fairness and positive workplace culture contribute to enhancing certain aspects of interpersonal dynamics in the workplace.

The findings are supported by previous studies emphasizing the role of organizational justice and workplace culture in shaping employee behavior and relationships. Colquitt et al. (2021) and Cropanzano et al. (2022) explained that fairness perceptions positively influence employees’ emotional and behavioral outcomes, while Schein and Schein (2021) and Dirks et al. (2023) highlighted that supportive organizational culture strengthens trust and collaboration within teams. Similarly, Albrecht et al. (2022) noted that positive workplace practices contribute to improved interpersonal relationships and employee cooperation, although the strength of these relationships may vary depending on organizational and individual factors.

Table 5: Relationship between the Work Enthusiasm and Organizational Ethos among Employees of One Person Corporations in Batangas City, Philippines

Work enthusiasm	Organizational ethos			
	Managing change	Attaining goals	Coordinating teamwork	Cultural strength
Organizational incentives	$r=0.230^*$ Low correlation $p=0.034$	$r=-0.025$ Negligible correlation $p=0.820$	$r=0.029$ Negligible correlation $p=0.789$	$r=0.073$ Negligible correlation $p=0.509$
Work-life balance	$r=-0.188$ Low correlation $p=0.085$	$r=-0.018$ Negligible correlation $p=0.868$	$r=0.173$ Low correlation $p=0.114$	$r=0.095$ Negligible correlation $p=0.388$
Perceived fairness	$r=-0.098$ Negligible correlation $p=0.371$	$r=-0.314^{**}$ Low correlation $p=0.003$	$r=0.069$ Negligible correlation $p=0.531$	$r=-0.063$ Negligible correlation $p=0.564$
Workplace culture	$r=-0.298^{**}$ Low correlation $p=0.006$	$r=0.083$ Negligible correlation $p=0.452$	$r=-0.025$ Negligible correlation $p=0.823$	$r=-0.092$ Negligible correlation $p=0.400$
Leadership style	$r=-0.259^*$ Low correlation $p=0.017$	$r=0.008$ Negligible correlation $p=0.943$	$r=-0.164$ Low correlation $p=0.133$	$r=-0.026$ Negligible correlation $p=0.814$

****Significant @ 0.01, *Significant @ 0.05**

As presented in Table 5, several variable pairs demonstrate statistically significant relationships between work enthusiasm and organizational ethos dimensions. At the 0.05 level, organizational incentives and managing change ($r = 0.230, p = 0.034$) show a significant low positive correlation, indicating that improved incentives are associated with better adaptability to change, while leadership style and managing change ($r = -0.259, p = 0.017$) reveal a significant low negative relationship, suggesting that certain leadership approaches may reduce effectiveness in managing change. At the 0.01 level, perceived fairness and attaining goals ($r = -0.314, p = 0.003$) as well as workplace culture and managing change ($r = -0.298, p = 0.006$) both exhibit significant low negative correlations, implying that some organizational conditions and structures may unintentionally hinder adaptability and goal attainment. Overall, the findings indicate that managing change and attaining goals are the primary organizational ethos dimensions influenced by work enthusiasm variables, particularly organizational incentives, perceived fairness, workplace culture, and leadership style, reflecting the complex role of organizational systems in shaping employee adaptability and performance.

These findings are supported by related studies emphasizing the importance of motivation, leadership, and organizational culture in employee engagement and organizational effectiveness. Alqatawenh (2020) found that leadership style significantly influences employees' responsiveness to organizational change, while Riana et al. (2021) highlighted that incentives improve adaptability and employee engagement. Similarly, Kim and Thapa (2022) explained that organizational culture can either support or hinder change initiatives, and Fatimah et al. (2023) noted that perceptions of fairness may produce varying effects depending on organizational context. Moreover, studies by Oreg et al. (2021), Saks (2022), Albrecht et al. (2022), and Peter G. Northouse (2021) emphasized that leadership practices, recognition systems, and employee involvement in decision-making contribute significantly to organizational commitment, goal attainment, and adaptability to change.

Table 6: Relationship between the Interpersonal Dynamics and Organizational Ethos among Employees of One Person Corporations in Batangas City, Philippines

Interpersonal Dynamics	Organizational Ethos			
	Managing change	Attaining goals	Coordinating teamwork	Cultural strength
Emotional intelligence	$r=0.005$ Negligible correlation $p=0.966$	$r=0.149$ Negligible correlation $p=0.173$	$r=-0.031$ Negligible correlation $p=0.776$	$r=0.099$ Negligible correlation $p=0.367$
Communication competence	$r=0.121$ Low correlation $p=0.268$	$r=0.108$ Negligible correlation $p=0.323$	$r=-0.010$ Negligible correlation $p=0.926$	$r=-0.117$ Low correlation $p=0.286$
Conflict management style	$r=-0.028$ Negligible correlation $p=0.802$	$r=0.128$ Low correlation $p=0.244$	$r=0.174$ Low correlation $p=0.112$	$r=-0.123$ Low correlation $p=0.261$
Interpersonal trust	$r=-0.033$ Negligible correlation $p=0.764$	$r=0.026$ Negligible correlation $p=0.810$	$r=0.061$ Negligible correlation $p=0.581$	$r=-0.145$ Low correlation $p=0.186$
Social support	$r=-0.002$ Negligible correlation $p=0.987$	$r=-0.098$ Negligible correlation $p=0.372$	$r=-0.024$ Negligible correlation $p=0.830$	$r=-0.055$ Negligible correlation $p=0.617$

**Significant @ 0.01

As presented in Table 6, none of the variables between interpersonal dynamics and organizational ethos show statistically significant relationships at the 0.01 level ($p > 0.01$). All correlations across emotional intelligence, communication competence, conflict management style, interpersonal trust, and social support in relation to managing change, attaining goals, coordinating teamwork, and cultural strength are either negligible or low and statistically insignificant. This indicates that interpersonal dynamics do not have a meaningful linear relationship with organizational ethos dimensions in the context of the study. The absence of significant relationships suggests that improvements in interpersonal dynamics, such as emotional intelligence and communication competence, do not necessarily translate into measurable changes in organizational ethos outcomes like managing change or cultural strength. This implies that broader organizational factors such as leadership systems, structural processes, and institutional practices may have a stronger influence on organizational ethos than individual-level interpersonal factors. These findings are supported by Schein and Schein (2021), Saks (2022), and Paredes-Saavedra et al. (2024), who emphasized that organizational ethos is primarily shaped by leadership, organizational systems, and culture, rather than interpersonal dynamics alone.

Table 7: Regression Analysis between the Work Enthusiasm and Interpersonal Dynamics taken Individually or Jointly of the Organizational Ethos (Managing change) among Employees of One Person Corporations in Batangas City, Philippines

Predictor	Dependent Variable	R ²	F	p-value	β	t	p-value	Decision	Interpretation
Leadership style	Managing change	0.248	2.435	0.014	-0.269	-2.667	0.009*	Null Hypothesis Rejected	Significant
*Significant @ 0.01									

Table 7 presents the regression analysis examining the influence of leadership style on managing change as a component of organizational ethos among employees of one person corporations in Batangas City, Philippines. The results indicate that leadership style significantly predicts managing change. The coefficient of determination ($R^2 = 0.248$) shows that approximately 24.8% of the variance in managing change can be explained by leadership style. The overall regression model is statistically significant ($F = 2.435$, $p = 0.014$), indicating that the predictor variable has a meaningful contribution to the dependent variable.

Furthermore, the beta coefficient ($\beta = -0.269$) reveals a negative relationship between leadership style and managing change. The t-value of -2.667 with a corresponding p-value of 0.009 indicates that the relationship is statistically significant at the 0.01 level. This suggests that variations in leadership style significantly influence how managing change is manifested within the organization. Overall, the findings imply that leadership style plays a significant role in shaping the organization’s ability to manage change among employees in one person corporations. This finding is supported by the study of Alqatawenh (2020), which emphasized that leadership style significantly affects employees’ responses to organizational change, as effective leadership practices encourage adaptability, commitment, and support for change initiatives.

Table 8: Regression Analysis between the Work Enthusiasm and Interpersonal Dynamics taken Individually or Jointly of the Organizational Ethos (Attaining goals) among Employees of One Person Corporations in Batangas City, Philippines

Predictor	Dependent Variable	R ²	F	p-value	β	t	p-value	Decision	Interpretation
Perceived fairness	Attaining goals	0.206	1.918	0.056	-0.340	-3.416	0.001*	Null Hypothesis Rejected	Significant

*Significant @ 0.01

Table 8 shows the predictive power of perceived fairness on attaining goals as a dimension of organizational ethos among employees of One Person Corporations in Batangas City, Philippines. As indicated, perceived fairness accounted for 20.60% (F = 1.918) of the variability of the dependent variable. Results also showed that for every one-unit increase in perceived fairness, there was a 0.340 decrease in the level of attaining goals, as indicated by the negative beta coefficient.

Meanwhile, the probability test showed a p-value of 0.001, which is lower than the significant value of 0.01, suggesting that there is sufficient statistical evidence to reject the null hypothesis. This means that perceived fairness is a significant predictor of attaining goals among the respondents. The result implies that employees’ perceptions of fairness within the organization influence how they view goal-setting processes and their ability to achieve organizational objectives, highlighting the importance of fair policies and practices in goal attainment. This result is supported by the study of Fatimah et al. (2023), which found that perceptions of fairness significantly affect employee performance outcomes and organizational effectiveness depending on the organizational context.

CONCLUSIONS AND RECOMMENDATIONS

The study concludes that employees of one-person corporations in Batangas City generally demonstrate positive levels of work enthusiasm, interpersonal dynamics, and organizational ethos. Key contributing factors include workplace culture, organizational incentives, work-life balance, and social support, which collectively enhance employee motivation and workplace engagement. Overall, employees perceive their organizational environment as functional, particularly in terms of cultural strength, teamwork coordination, and goal attainment, indicating that supportive workplace conditions play a vital role in sustaining productivity and organizational effectiveness.

Findings further reveal that work enthusiasm has selective but significant relationships with interpersonal dynamics and organizational ethos. Perceived fairness is associated with emotional intelligence, while workplace culture is linked to interpersonal trust. Moreover, organizational incentives, leadership style, perceived fairness, and workplace culture significantly influence managing change and attaining goals. However, interpersonal dynamics did not show a significant relationship with organizational ethos. Regression results also confirm that leadership style and perceived fairness are significant predictors of managing change and attaining goals, emphasizing the critical role of fair practices and effective leadership in improving organizational adaptability and performance.

Based on these findings, it is recommended that employees actively participate in professional development, communication, and teamwork initiatives to further enhance work enthusiasm and interpersonal relationships. Owners and managers of one-person corporations are encouraged to strengthen fair leadership practices, improve workplace culture, and implement supportive programs that promote employee engagement, recognition, and work-life balance. Furthermore, government agencies, business support organizations, and future researchers may extend training programs, capacity-building initiatives, and further studies to strengthen organizational effectiveness and expand understanding of employee behavior and organizational development in one-person corporations.

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