

---

## **Ethical Behaviors of Industrial Engineers in Luenthai International Group Philippines Incorporated: Basis for Development of the Program**

ANNA LIZA C. NACION

ROWINA TWANO

RODDICK M. INGAL

KENNETH J. NUNAG

PNEMO C. PUNZALAN

HARRY B. SANTOS

CRISTIAN JOHN S. SAPAO

MARK ANGELICO B. TIGLAO

Don Honorio Ventura Technological State University  
Bacolor, Pampanga Philippines

### **INTRODUCTION**

Industries envision to qualify in the increasing demand for skilled and professional workforce. However, no matter how competent the manpower is in the performance of his duties, if practices on good relationships fail, standards of good management of oneself and the company as a whole are far from reaching. Therefore, practices of ethical behavior are manifestations of good reputation of an industry.

The study about the ethical behavior of Industrial Engineers is important in setting unity in the workplace, attaining competence in an organization, maintaining harmony, and achieving organizational goals. The ethical behavior serves

as a morality of an individual and sets a proper standard to prevent conflict in the workplace. The behavior of an individual could affect the performance of every worker in an organization. Consequently, the continuous proper monitoring of proper values is significant in the workplace.

When poor interrelationship is not rampant in a cultural set up of organization, employees would feel dissatisfaction in the group. According to Eion (2017), employees leave their job because employers do not give importance to the workers instead they create “hostile work environment.” For example, when workers feel hapless when they have no sense of belongingness, they prefer to separate from the group and end to resignation. Based on the experience of some employees, skilled workers leave the industries when the working relationship is not healthy. To prevent the existing problem on interrelationships, the result of this study can remind and reinforce positive values and prevent disputes in organization.

The researchers choose this study to determine the values and ethical behavior in the workplace towards the good dignity and refutation of the company. The good behavior of employees can be considered as great help and powerful tool in achieving the goal of an organization. The result of the study helps the researchers develop programs in elevating moral values and improve behavior.

Conducting good behavioral practices among workers gives a way to achieve the maximum customer satisfaction and increases the organizational productivity. When it comes to the current situations of many companies and industries nowadays, the way to survive in the ceaseless company competitions is to gain long term loyalty and trust to each other. The company will benefit if workers possess the traits of valuing the importance of good behavior and morality. Likewise, awareness in the essence of harmonious relationship in the work environment leads to productivity. Leaders who promote trust

and loyalty builds camaraderie. The output of good behavioral management is towards development of new resources and investments. The company will give way for standardization of materials and technology.

The ethical behavior in workplace could help and affect the work as well. It could either build as a strong harmonious organization or create a gap of conflict. Good behavioral practices can provide a good way to achieve the organizational goals. Progression in an organization does not only require an improvement in process but in the behavioral ethics of the organization as well. Moreover, progressive organization relays a good relationship between and within the organization.

## **THEORETICAL FRAMEWORK**

The study aimed to determining the behavior of the participants in the organization. Some factors in job performance can be related to age in terms of motivation and attitude toward works, cognitive functioning, age discrimination and the structure environment of the workplace. So the traditional leader act day-to-day operations to set their mind getting a goal, gives direction to accomplish the task without any conflict.

Isaac et al. (2011) mentioned that the level of performance of the employees increases in a motivating environment through inspiring the individual to achieve levels of performance beyond their expectation. Therefore, a leader needs to take action to satisfy employees and increase their motivation improved, then employees will work harder and passionate for achieving target and goals.

However, one of the most important and broad-based challenges facing the organization is adapting people of different attitudes, interest and values in the workplace. The

leader need to encourage their subordinates to lead a high level of commitment to group and organization.

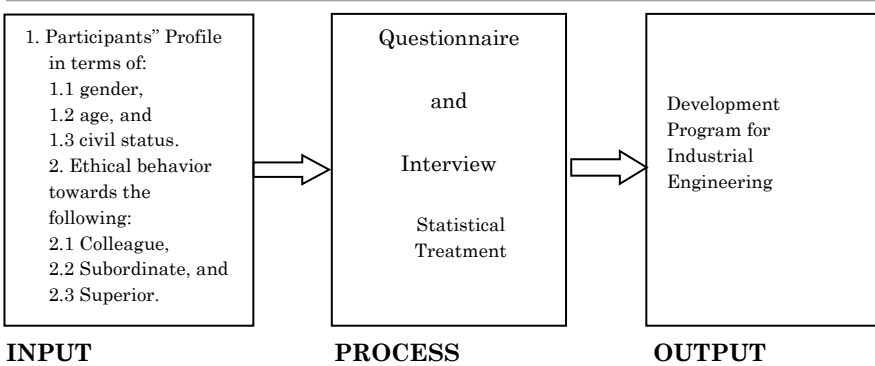
## **CONCEPTUAL FRAMEWORK**

Successful businesses are one of the foundations of effective economy. The benefit it can give in the community made a great significance in making the nations more competitive in terms of global competitions, but how these businesses attain the more development phase of their organization, if the working environment does not practice nor value their ethics to their employees; if this happens, conflict arises. The more the conflicts prevailing in the company the more damages can be done not only in personal and interpersonal terms but also the reputation of the company and productivity. Avoiding damages to happen creates more chances of achieving harmonious working space in the organization, which results to many benefits.

An employee's ethical behavior is driven by a variety of factors. An employee who feels stress to obtain and acquire the target deadline may suffer or develop unethical practices; there are certain times that in order to achieve their goal, they are executing unnecessary things like lies and cheating which may result of many undesired outcomes to other employee in worst case, company damages. Many companies who are not implementing ethical standards thinks that behaviors are not significant in their development, but they are just focusing on standards through their products instead. In these case, worst situation arises like bullying and harassment, An unethical behavior such as bullying, harassment and injustice may have both financial and health inference, According to a 2009 article in the "Journal of Business Ethics." The authors said that "harassment can affect job satisfaction and organizational commitment", while bullying "increases turnover". Lies and

cheating behavior can also cause massive effect in environment (e.g.) an engineer who is required to make an accurate data, then they are falsified or fudge their documents it may result to put someone's life in risk, Next is taking advantages among lower congregates, these behaviors can lead to mistrust of the employees to each other and kill the effect of harmony between employees.

Incorporate and managing a strong ethical culture within the business provides a big difference in terms of progress. Workplace ethics are significant to your business and provide numerous benefits. First, Asset Protection, tough ethical traditions within business is important in safeguarding company assets. Employees who abide by your workplace ethics would be able to protect and respect their industry assets it ensures that the workers perform in an environment with integrity and strong ethics. It increases employee pride and discourages them from stealing supplies or equipment. Workers ethics can enhance productivity and teamwork among your employees. It helps in aligning the values of your business with the employee. Ethical conduct in the workplace encourages a culture of making decisions based on ethics. It enhances responsibility and clearness when undertaking any business decisions, conducting ethical inside and outside make personal and staffs act perfectly even in hard times. And lastly to consider, when you make ethical choices you earn a lot of respect and cultivate a strong image in the public domain. Customers would develop trust in you and do business with your organization.



**Figure 1: Schematic Diagram of the Study**

Good working relationship is often a problem in every organization. The interrelationship is the first significant skill in the workplace prior to technical skills. The principles of Engineering include the technical and interpersonal skills which are emotional and social interaction. Problems and disputes in the organization often arise because of emotional and personal issues that are remained unsolved. When poor relationship is rampant in the working environment, the performance level does not meet the desired output. Goals and objectives are difficult to achieve because manpower needs organization and has to establish good working attitudes and behavior.

In this regard, the researchers determine the ethical behavior of Industrial Engineers in Luenthai International Group Philippines Inc. The researchers determined the significant difference between the profile and ethical behavior of the participants. Specifically, it sought to answer the following:

1. What is the demographic profile of the respondent in terms of:
  - 1.1 gender,
  - 1.2 age, and

- 1.3 civil status?
2. How may the ethical behavior of the participants be described toward the following:
  - 2.1 Colleague,
  - 2.2 Subordinates, and
  - 2.3 Superior?
3. What is the significance difference between the demographic profiles? And the ethical behavior of the participants toward the colleague, subordinate and superior?

The researchers determined the significance differences of the colleague, superior, and subordinate to their gender, age, and civil status to develop a behavioral program either clarification, improvement, or sustainability based on the findings.

The study is significant to Luenthai International Group Inc. because the result will give them the knowledge of enhancing or sustaining the working relationship in the workplace. The findings of the study may help the company in outlining their main concern in the organization like executing a specific program for Industrial Engineers for improving the quality of their workplace ethical behavior.

Industrial Engineers will have concrete guidelines in implementing a work standards and improving the ethical behavior. The study will establish the relationship of the workplace ethical behavior to the colleague, superior, and subordinate; hence, improving or sustaining the workplace ethical behavior can help in the formation of healthy relationship in organization.

The students may have greater chances of improving themselves to their future jobs. Introducing students' in an organization wherein good relationship is evident may serve as a mechanism on how to be a responsible member of an organization and thereby, in the end, they may commit also to their future organization.

The readers will have the idea on how to interact within an organization to help them work professionally and ethically in their field.

Future researchers may engage this model in abstracting researchers on workplace ethical behavior. The study will exemplify how existing data can be engaged as an important consideration for future study. This study may be replicated with additional variables in terms of workplace ethical behavior.

Future Industrial Engineers will benefit because they will have better understanding about the aspects of behavioral ethics in the industry.

## **METHODS**

The study used descriptive method of research to deeply study the common ethical behaviors of the Industrial Engineers in LuenThai International Group Philippines Inc. Descriptive method is a fact finding study with adequate and accurate interpretation of findings. It describes with emphasis what will exist such as current conditions, practices, situation and any phenomena. According to Rivera (2016), descriptive method is a general procedure employed in studies to describe phenomena. It refers to a design which describes the nature of the situation, as it exists at the time of the study and explore the course of particular phenomena. This method is used to discover facts on which professional judgments could be based. It involves description, recording, analysis and interpretation of what it is. It is used in many fields of investigation due to its applicability to solve different kinds of problems.

The participants of the study were 21 middle management Industrial Engineers of Luen Thai (L&T) International Group Phils. Inc. from Andres Bonifacio corner J. Tinsay, Clark Freeport Zone, Mabalacat. Out of the 21



participants, 11 of them were males and 10 of them were females.

A simple random sampling was employed. The cases in the population of the industrial engineers were drawn to make an unbiased representation from the middle management of the company.

The researchers use questionnaire as the main tool for gathering the needed data. The questionnaire comprised two (2) parts: profile of the participants in terms of gender, age, and civil status; and the three (3) ethical behavior of participants such as cooperation, commitment, and respect consisted of nine (9) behavioral indicators. Each ethical behaviour described in questionnaire consisted of three (3) questions in each of their roles and functions toward colleagues, superiors, and subordinates. The participants answered each item using a 5-point rating scale such as 5-always, 4-often, 3-sometimes, 2-rare, and 1-never.

The researchers formulated the problem and the questionnaire in the proposal of the study. After the proposal, they asked the permission of the general manager of Luenthai International Group Inc., Clark Field, Angeles City, Pampanga to distribute questionnaires to all the middle management Industrial Engineers through a letter.

Upon approval, the researchers personally distributed the questionnaires to the Industrial Engineer participants and explained the purpose of the study and the mechanics of answering the tool. The researchers also conducted informal interviews to the Industrial Engineer participants upon the distribution of the survey instrument and collected all the questionnaires from the participants on the next day.

The profile of the participants was treated statistically using frequency and percent distribution. The researchers used mean in the treatment of indicators or question item of ethical behaviour. The average mean was employed in determining

each and the general ethical behaviour of the participants. The researchers used 5-point rating scale in the interpretation of the weighted mean with the following description:

**Table 1.** *Average Weighted Mean with their Descriptions*

Weighted Average	Descriptive
4.2 - 5	Outstanding
3.4 – 4.19	Very Satisfactory
2.6 – 3.39	Satisfactory
1.8 – 2.59	Fair
1.0-1.79	Poor

The researchers used Statistical Packaged for Social Science version 19.0 (SPSS 19.0) program in the analysis of the data. They used one-way Analysis of Variance (ANOVA) in determining the significant difference between the profile and ethical behaviour of the participants toward colleague, subordinate, and superior. One-way ANOVA was used in the study because each ethical behavior used three comparisons with independent variables such as the gender, age, and civil status. However, in determining the hypothesis, ANOVA makes general interpretation of the data.

According to Finnis (2013), ethics is a branch of philosophy. It is said to have been initiated by Aristotle, which takes human action as its subject matter (Scale et al, 20014: 116). A central issue in ethics, Ali and Kelly argue is the relationship between the individual and the social world (Ibid: 117). They further argue that, in research, we need to consider how the imposition of the research on individuals with their consent and otherwise can be balanced with the benefit of making the world a better place to live in. Indeed a number of ethical considerations were taken into account throughout this study. All participants of this study has been well-oriented as before the questionnaires distribute. When permission was

granted, the research topic was introduced in the following day after. The questionnaire appended also was very clear that participation was voluntary, the research was purely for academic purposes and that confidentiality of participants was assured. The clarification of this aspect may have as well contributed to the low response rate. Participants are as different from each other as researchers and therefore capable of responding differently to different information.

## RESULTS AND DISCUSSIONS

This chapter presents the descriptive statistics of the variables and the significant difference between the profile and the ethical behaviour of the participants toward colleague, superior, and subordinate. It also describes the items of the questionnaires and the significant difference. The findings of the study served as basis for development program on ethical behaviour.

**Table 2.** *Gender of the Industrial Engineer Participants*

Male		Female		Total	
f	%	f	%	f	%
11	52.38	10	47.62	21	100.00%

Table 2 presents the frequency and percentage distribution of the gender based on the participants in Luenthai. Out of 21 participants, 11 of them were classified as male 10 were female. The percentage distribution of male participant were greater at 52.38 than the female participants at 47.62 percent. It shows that male participants' distribution was higher at 4.76% to female participants.

**Table 3.** *Age of the Industrial Engineering Graduate Participants*

Age	21 – 26		27 - 32		33 - 38		39 -44		Total	
	f	%	f	%	f	%	f	%	F	%
Male	5	45.45	3	27.27	1	9.09	2	18.18	11	100
Female	3	30	4	40	1	10	2	20	10	100
Total	8	38.1	7	33.33	2	9.52	4	19.05	21	100

Table 3 shows that the highest frequency and percentage fell under 21 – 26 years old, with an 8 frequency and 38.10 percentage. Follow with 27 – 32 years old with 7 frequency and 33.33 percentage, 39 – 44 years old with 4 frequency and 19.05 percentage, and 33 – 38 years old with 2 frequency and 9.52 percentage, respectively. Therefore, young adults are more dominant in the field of Industrial Engineering in Luenthai.

**Table 4.** *Civil Status of the Industrial Engineer Participants*

Civil Status	Single		Married		Widow/Widower		Separated	
	f	%	f	%	f	%	f	%
Male	6	54.55	5	45.45	0	0	0	0
Female	6	60	4	40	0	0	0	0
Total	12	57.14	9	42.86	0	0	0	0

Table 4 presents the frequency and percent distribution of the civil status of the participants in Luenthai, out of 21 participants, 12 of them are single and 9 of them are married. The percent distributions of single person participants were greater at 57.14 than the married person at 42.86. It shows the single person was higher at 14.28% to married person.

**Table 5.** *Weighted Mean of the Participants' Cooperation*

COOPERATION	Indicators	Mean	Description
COLLEAGUE	1 I cooperate with my colleagues to achieve our goals.	5.00	O
	2 I attend all group meetings with my peers to participate, contribute and make myself aware of the company concerns.	4.19	VS
	3 I offer my help to my co-workers after doing my own task	4.33	VS
SUPERIOR	4 I diligently listen to the instruction of my boss	4.38	O
	5 I always meet the deadline of my work.	4.48	O
	6 I always clarify information, instruction and keep an open communication.	4.52	O
SUBORDINATE	7 I influence my subordinate in developing the spirit of camaraderie and unity through my own example.	4.38	O
	8 I enjoy spending my productive time with my subordinate.	4.48	O
	9 I always open the line cooperates with my subordinates.	4.67	O

Table 5 The cooperation of respondent to their colleagues rank as Q1 “I cooperate with my colleagues to achieve our goals” (5), Q3 “I offer my help to my co-workers after doing my own task” (4.33), Q2 “I attend all group meetings with my peers to participate, contribute and make myself aware of the company concerns”(4.19).As cited to the result the cooperation of the participants to its colleague was high or almost in outstanding state and it means that the degree of unity in the workplace is high in achieving the organizational goal, though the assigned or the respective job was done, the respondent shows their cooperation to help other workers for a reason to increase the productivity and boost the completion of a certain task as well.

The cooperation of respondent to their superior rank as Q6 I always clarify information, instruction and keep an open communication with my superior. (4.52), Q5 I always meet the deadline of my work. (4.48), I diligently listen to the instruction of my boss. (4.38). Given the result, the cooperation of the respondent to superior are all classified as outstanding this means that the cooperation between the respondent and

superior has a very smooth flow with regards to the interaction in the workplace, before they make a decisions and actions they always review and made all the information clear before the final decisions will be deployed. Additionally by proper collaboration and communication to the superior, the employee will gained enough knowledge, time management, and sort of data that may greatly impact in completion of task before the deadline arrived. In some other point there's a little hindrance other employees always faced, though they achieved the target deadline, there are some point that they meet problem due to the unawareness or they didn't totally understand the superiors instructions.

The cooperation of respondent to their subordinate's ranks as Q9 I always open the line cooperates with my subordinates (4.67), Q8. I enjoy spending my productive time with my subordinate (4.29), Q7. I influence my subordinate in developing the spirit of camaraderie and unity through my own example. (4.38). As you can see the flow of cooperation to subordinates gained also an outstanding rank and also has a smooth or normal cooperation, they are always open to provide needed information, help and hear the needs of their subordinates and through these they also make clear the information provided to keep the members know the goal with oneness and avoid any misinterpretations.

**Table 6.** *Weighted Mean of the Participants' Commitment*

COMMITMENT	Indicators	Mean	Description
COLLEAGUE	1 I build good and strong relationship to everyone in the organization.	4.86	O
	2 I manage my good conduct to create pleasant environment with my colleagues.	4.62	O
	3 I express my appreciation to my co-workers contribution and achievement through words and deeds	4.57	O
SUPERIOR	4 I work harder to complete the assigned task of my superior	4.81	O
	5 I obey my superior my superior even if at times of my work.	3.81	VS

	6	I do the best I can without any complaints.	4.43	O
SUBORDINATE	7	I promote professional and personal advancement to my subordinate	4.57	O
	8	I balance work and human orientation that is considering their own welfare while achieving the goal of the company.	4.71	O
	9	I always encourage my team to give their best and extra effort to achieve the success of the organization.	4.19	VS

Table 6 shows the Commitment towards Colleague, Superior and Subordinate in the Industrial Engineers in Luenthai with an outstanding level.

The commitment of respondent to their colleagues in question number ten (10) place rank (one) 1, I build good and strong relationship to everyone in the organization, with a mean of 4.86, while question number (eleven) 11 place second (2), I manage my good conduct to create pleasant environment with my colleagues, with a mean of 4.62 and question number (twelve) 12 place (third) 3, I build good and strong relationship to everyone in the organization with a mean of 4.57. This result of outstanding level in commitment toward Colleague with an average mean of 4.68. Therefore, the Industrial Engineers in Luenthai has a better commitment regarding with their relationship to their co-worker, creating a good environment, and appreciating the co-worker contribution.

The commitment of respondent to their superior in question number 13 place rank one (1), I work harder to complete the assigned task of my superior, with a mean of 4.81, while question number fifteen (15) place second (2), I do the best I can without any complaints, with a mean of 4.43, and question number fourteen (14) place third (3), I obey my superior my superior even if at times of my work, with a mean of 3.81. This mean that the participants are committed to their superior with a 4.35 average mean considered as outstanding

level. Therefore, the participants are committed in their work task and obey their superior without complaining.

The commitment of respondent to their subordinate in question number 17 place first (1), I balance work and human orientation that is considering their own welfare while achieving the goal of the company, with a mean of 4.71, while question number sixteen (16) place second (2), I promote professional and personal advancement to my subordinate, with a mean of 4.57, and question number eighteen (18) place third (3), I always encourage my team to give their best and extra effort to achieve the success of the organization, with a mean of 4.19. This result of outstanding level with an average mean of 4.49. Therefore, The Industrial Engineers are committed to their subordinate by promoting professionalism, considering the safety of their subordinate and encouraging them to achieve success.

**Table 7.** *Weighted Mean of the Participants' Respect*

RESPECT	Indicators	Mean	Description
COLLEAGUE	1 I understand the kind of character of my co-worker and accept them as they are.	4.05	VS
	2 I approach and talk to my colleagues nicely when he/she wronged me, and does not spread rumors about him/her.	4.29	VS
	3 I do not just interfere in the conversation with my peers, rather I wait for my time and listen to them while expressing himself/herself.	4.67	O
SUPERIOR	4 I give my moral support to my subordinate through listening to their concerns and helping solve their problems.	4.48	O
	5 I used expression of goodwill when talking with my superior.	4.33	O
	6 I avoid doing things that is against the will of my superior.	4.48	O
SUBORDINATE	7 I show formality of words and deeds when dealing with my superior.	4.57	O
	8 I treat my subordinate objectively; thus, I do not keep grudge or take personally our disputes, instead I focus on the issues.	4.33	O
	9 I always appreciate their efforts and award their accomplishment.	4.67	O



Table 7 shows the Respect towards Colleague, Superior and Subordinate in the Industrial Engineers in Luenthai with an outstanding level.

The respect of respondent to their colleagues in question no.16 and no.25 are the rank 1, I express my appreciation to my co-workers contribution and achievement through words and deeds, and I do not just interfere in the conversation with my peers, rather I wait for my time and listen to them while expressing himself/herself, with their mean of 4.57 respectively. While the question number 7 place second (2), I offer my help to my co-workers after doing my own task, with a mean of 4.38. This result of outstanding level with an average mean of 4.51 toward respecting the colleagues. Therefore, Industrial Engineers in Luenthai gives value to their co-worker by expressing their appreciation and by interacting them in a nice way.

The respect of respondent to their superior in question number 8 place rank one (1), I always clarify information, instruction and keep an open communication, with a mean of 4.48. While question number 17 and 23 places second (2), I do the best I can without any complaints, and I used expression of goodwill when talking with my superior, with their mean of 4.33, respectively. The table shows an outstanding level with a 4.38 average mean in showing respect to the superior. This means that Industrial Engineers in Luenthai have their respect toward to superior, through clarifying of information, doing the best without complaining, and using of expression with good will.

The respect of respondent to their subordinates in question number 9 and number 27 places at rank one (1), I always open the line cooperates with my subordinates, and I always appreciate their efforts and award their accomplishment, with their mean of 4.67. While question number 18 place second (2), I always encourage my team to give

their best and extra effort to achieve the success of the organization, with a mean of 4.19. Therefore, the participants gained an outstanding level in respecting their subordinate with an average mean of 4.51. They value their subordinate when they achieved awards, and respecting them by giving an open line communication with the subordinates.

**Table 8.** *Average Weighted Mean of the Ethical Behavior of the Participants*

Ethical Behavior	Cooperation		Commitment		Respect		Total
	WA	Description	WA	Description	WA	Description	
Colleague	4.51	O	4.68	O	4.34	O	4.51
Superior	4.46	O	4.35	O	4.43	O	4.41
Subordinate	4.51	O	4.49	O	4.52	O	4.51
Total	4.49	O	4.51	O	4.43	O	4.48

Table 8 shows the differences of ethical behavior towards the workplace. All the behavior got an Outstanding result in cooperation, commitment and respect. Commitment to colleague got the highest weighted average mean of 4.68 and respect to colleague had the lowest weighted average mean of 4.34. Cooperation colleague and subordinate had the same weighted average mean of 4.51.

**Table 9.** *Analysis of Variance for the Significant Difference between the Participants' Cooperation According to Gender*

	Sum of Squares	df	Mean Square	F	Sig.	Decision
Between Groups	0.388	1	0.388	5.186	.035	Reject at 0.05 level of significance
Within Groups	1.422	19	0.075			
Total	1.810	20				

Table 9 shows the significant difference between the participants' cooperation according to gender. The result rejected the null hypothesis with the P-value of 0.035 that is

less than 0.05 level of significance; therefore, there is significant difference between the participants' gender and cooperation.

The result is similar to the previous study that shows the significant difference of the participants' cooperation according to gender. Females are more cooperative than men. Female employees are very active and they desire to meet the deadlines because it is normal for women to become impatient of the delays. Men are passive to cooperation and not as decisive as women and they make delays because they are focus and critically thinks first before deciding. They become slow to decide because they want to make sure of the decisions.

**Table 10.** *Analysis of Variance for the Significant Difference between Participants' Commitments According to Gender*

	Sum Squares	of df	Mean Square	F	Sig.	Decision
Between Groups	0.350	1	.350	3.262	.087	
Within Groups	2.037	19	.107			Do not reject at 0.05 level of significance
Total	2.386	20				

Table 10 shows the significant difference between the participants' commitment according to gender. The result accepted the null hypothesis with the P-value of 0.086 that is less than 0.05 level of significance; therefore, there is no significant difference between the participants' gender and commitment.

The previous study that presented the no significant difference of possibilities that the respondent's commitment according to their gender. Male and female have the same level of commitment because one of the participants said that if they will not commit to the objectives and goals of the company, the

company may experience bankruptcy and they will be affected in their employment.

**Table 11.** *Analysis of Variance for the Significant Difference between and Participants' Respect According to Gender*

	Sum of Squares	Df	Mean Square	F	Sig.	Decision
Between Groups	0.511	1	0.511	6.298	0.021	
Within Groups	1.541	19	0.081			Reject at 0.05 level of significance
Total	2.052	20				

Table 11 shows the significant difference between the participants' respect according to gender. The result rejected the null hypothesis with the P-value of 0.021 that is less than 0.05 level of significance; therefore, there is significant difference between the participants' gender and respect.

The previous of study that male and female are different when it comes to their respect to co-workers, superior and subordinates because their behavior depends on masculine model. Men usually show respect to women; however, men receive respect from employees because the culture of relationship to gender in the Philippines is paternal.

**Table 12.** *Analysis of Variance for the Significant Difference between Participants' Cooperation According to Age*

	Sum of Squares	df	Mean Square	F	Sig.	Decision
Between Groups	0.158	3	0.053	0.5440.659		Do not reject at 0.05 level of significance
Within Groups	1.651	17	0.097			
Total	1.810	20				

Table 12 shows the significant different between the participants' cooperation according to age. The results accepted the null hypothesis with P-value of 0.659 that is greater than 0.05 level of significance; therefore, there is no significant difference between the participants' age and cooperation

According to the one of the participants, all employees cooperate and work together regardless whether young or old. The organization believes when everyone is working together, things can get done more quickly and efficiently. Since Luenthai Company is a private organization, workers are afraid not to cooperate because their employment status would be at stake.

**Table 13.** *Analysis of Variance for the Significant Difference Between the Participants' Commitment According to Age*

	Sum of Squares	df	Mean Square	F	Sig.	Decision
Between Groups	0.433	3	0.144	1.258	0.320	Do not reject at 0.05 level of significance
Within Groups	1.953	17	0.115			
Total	2.386	20				

Table 13 shows the significance different between the participants' commitment according to age. The results accepted the null hypothesis with 0.320 P-value that is greater than 0.05 level of significance; therefore, there is no significant difference between the participants' age and commitment.

According to the one Industrial Engineering Specialist in Luen Thai, age is not a problem to their commitment. The workers believe the organization's objectives and aims. They work hard for the sake of the organization and are willing to be a member and part of organization. However, other study mentioned that the senior workers tend to be more committed than younger ones. Older workers have fewer occupational

alternatives and would risk benefits if they leave the organization.

**Table 14:** *Analysis of Variance for the Significant Difference Between and Participants' Respect According to Age*

	Sum of Squares	df	Mean Square	F	Sig.	Decision
Between Groups	0.336	3	0.112	1.108	0.373	Do not reject at 0.05 level of significance
Within Groups	1.716	170	0.101			
Total	2.052	20				

Table 14 shows the significance different between the participants' respect according to Age. The results accepted the null hypothesis with P-value of 0.373 that is greater than 0.05 level of significance; therefore, there is no significant difference between the participants' age and respect.

Other employees in a random interview, their co-workers are very caring and they respect each other. They usually keep silent when someone expresses his anger and disappointments in public. However, they cannot avoid some disputes but they are civil in relationships because they do not want to affect the relationships.

The vision of Luen Thai is to promote equal opportunities support for all employees and prospective employees, regardless of race, gender, age, religion, disability or sexual orientation.

**Table 15.** *Analysis of Variance for the Significant Difference between Participants' Cooperation According to Civil Status*

	Sum of Squares	df	Mean Square	F	Sig.	Decision
Between Groups	.000	1	.000	.001	.981	Do not reject at 0.05 level of significance
Within Groups	1.810	19	.095			
Total	1.810	20				

Table 15 shows the significant difference between the participants' cooperation according to civil status. The result accepted the null hypothesis with the P value of 0.98 that is greater than the 0.05 level of significance, therefore, there is no significant difference between the respondent's civil status and cooperation.

According to the previous study of most millennials are not married, those who do not have their kids and those who are getting out to their schooling are joining the workplace and more dedicated to get employed because they acquired new relationship and new friendship. The Luen Thai middle management revealed that they want to improve their program to generate manpower and also increase the employees working relationship through cooperation.

**Table 16.** *Analysis of Variance for the Significant Difference Between Participants' Commitment According to Civil Status*

	Sum of Squares	df	Mean Square	F	Sig.	Decision
Between Groups	0.223	1	.223	1.955	0.178	Do not reject at 0.05 level of significance
Within Groups	2.164	19	.114			
Total	2.386	20				

Table 16 shows the significant difference between the participants' commitment according to civil status. The result accepted the null hypothesis with the p value of 0.178 that is greater than the 0.05 level of significance; therefore, there is no significant difference between the respondent's civil status and commitment.

The findings of the study mean that the employees are committed regardless of their civil status. However, according to the study, single employees are less satisfied than that the married employees. This means that married employees are more satisfied either in working relationship or salary. In some instances, married employees are less satisfied and cannot fully commit to the organization. Everybody is concerned about having a steady job and try to develop positive feeling about the job by ignoring the negative aspect. In addition, even the employees are single, it does not mean that they do not have family burden, since Filipinos are family oriented and extended in nature. Their support to family shows close family ties.

**Table 17.** *Analysis of Variance for the Significant Difference Between Participants' Respect According to Civil Status*

	Sum of Squares	df	Mean Square	F	Sig.	Decision
Between Groups	0.041	1	0.041	0.384	0.543	
Within Groups	2.011	19	0.106			Do not reject at 0.05 level of significance
Total	2.052	20				

Table 17 shows the significant difference between the participants' civil status and respect. The result accepted the null hypothesis with the p value of 0.573 that is greater than the 0.05 level of significance, therefore there is no significance difference between the participants' civil status and respect.



Since Luen Thai is more complex in nature and they also considered in promoting respect in every person in the organization as one of the main tool in productivity, the two needs to perform equally in order to continuously attain their desired goals.

## **SUMMARY**

The researchers used the descriptive and quantitative method. The participants were limited to the 21 middle management Industrial Engineers of Luenthai International Group Inc., Clark Field, Angeles City, Pampanga. The main instrument used was survey questionnaire and unstructured interview. The questionnaire was divided into two parts: the profile of the participants and the ethical behaviour such as cooperation, commitment, and cooperation. Each ethical behaviour had three questionnaire to each role or function of the participants such as being the colleague, superior, and subordinate. After the distribution and collection of data, they were statistically treated using frequency and percent distribution to the profile of the participants such as gender, age, and civil status. were used for the descriptive statistics of the respondents profile and their results. The participants rated their behaviour in each category using 5-point scale such as 5-always, 4-often, 3-sometimes, 2-rare, and 1-never which were treated using weighted mean and average weighted mean. One-way Analysis of Variance (ANOVA) was applied in testing the significant difference between participants' profile and their ethical behaviour.

The study resulted to 11 or 52.38% male participants and 10 or 47.62% female participants. The age of the participants were as follows: 38.1% under 21-26 ages, 33.33% under 27-32, 9.52% under 33-38, and 19.05% under 39.44 ages.

The civil status of the participants were 60% single, 40% married, and 0% to widow/widower and separated.

The weighted mean of the ethical behaviours of the participants resulted to outstanding behaviours with 4.49 to cooperation, 4.51 to commitment, and 4.43 to respect.

The difference between the participants' cooperation and respect according to gender was significant but not significant to commitment according to gender. The differences between the participants cooperation, commitment, and respect according to age and civil status were all not significant.

## **CONCLUSION**

Based on the summary of results and limitations of the study, the researchers arrived at the following conclusion:

- Male participants got the highest percent distribution.
- Participants under 21 to 26 years old had the highest percent of representations.
- A greater number of single employees participated in the study.
- The participants had outstanding ethical behaviours.
- Ethical behaviours such as cooperation and respect according to gender were found significantly different.

## **RECOMMENDATION**

Good ethical behaviour is one of the solutions to a good working relationship in a company to attain success in the goals set. The researchers suggested solutions to a good environment in a workplace. Based on the findings of the study, the significantly differently result was between the participants' gender and cooperation and respect. Consequently, the researchers recommended the following gender and behavioural development program based on the formulated conclusions.

- Build cooperation within the group by engaging the employees in a productive activity such as outreach and extension program to help indigenous people.
- Promote cooperation,
- Camaraderie and sportsmanship through sports and employee leagues.
- Create a sharing environment by cooperating in the common goals through orientation program.
- Build respect by understanding and accepting oneself first before others through learning in seminar and workshop their temperaments and personalities.
- Respect humanity by understanding the gender orientation through seminar.
- Develop a godly character through spiritual renewal and transformation seminar.
- Promote personal growth through improving personality in order to learn proper ways of communicating and dealing with people.

## REFERENCES

1. Alhammad, Fawwaz et al. (2012, September) "Journal of knowledge management practice. Vol. 10, No. 3". Retrieved from <http://www.tlinc.com/articl199.htm>
2. Brink, A. and Berndt, A. (2015). "Relationship marketing and customer relationship management". Retrieved from <http://www.smallbusiness.chron.com/>
3. Boumans, N.P, et al. (2012, February 14). "Age-differences in work motivation and job satisfaction. The influence of age on the relationships between work characteristics and workers' outcomes. Article. Retrieved from <http://journals.sagepub.com/>

4. Bowes, Barbara. (2015). Employees Development Programs. <http://www.legacybowes.com/working-world-training-a-development/164-employee-development-programs.html>
5. Branchaud, T.R. (2012). The importance of respect in the workplace. Retrieved from <http://jsnetworks.net/DEAP/wp-content/uploads/2012/06/Respect-in-the-Workplace1.pdf>
6. Burks, F. (2017) "Are there motivational differences in genders in the workplace?". Retrieved from <http://smallbusiness.chron.com/there-motivational-differences-genders-workplace-12620.html>
7. Craver, C. (2016). "The impact of gender on bargaining interactions". Retrieved from <http://smallbusiness.chron.com/>
8. Eione, K. (2017). 7 Most common reasons why employees leave a company. File access at 2017, January 25. Retrieved from <http://www.lifehack.org/>
9. Ferrazi, Keith. (2016). 7 Ways to Improve Employee Development Programs. <https://hbr.org/2015/07/7-ways-to-improve-employee-development-programs>
10. Gannon, D. (2012, May 25). "How men and women differ in workplace. Retrieved from <http://www.thefiscaltimes.com>
11. Hall, V. (2015). "Why women are more trusted than men, and how to use trust to our advantage". Retrieved from <http://theglasshammer.com/>
12. Hahn, S. and Litwin, A. (2015). Women and men in managing in the age of change: Essential skills to manage today's workforce. Retrieved from <http://annelitwin.com/publication-women-and-men/>
13. Hepworth, D.H et.al. (2012). Direct social work practice: Theory and skills. Retrieved from <https://qobewyra.files.wordpress.com/2014/11/direct->

- social-work-practice-theory-and-skills-9th-edition-brooks-cole-empowerment-series-9thth-edition-by-dean-h-hepworth-ronald-h-textbook-pdf-download.pdf
14. Mack, S. (2017). the Commitment-trust theory of relationship marketing. Retrieved from <http://smallbusiness.chron.com/>
  15. Merriam-Webster's dictionary (2013). Accountability. (11th ed.). Springfield, MA.
  16. Panopio,I.S and Rolda,R.S. (2010). Society and culture: Introduction to sociology and anthropology. Goodwill trading co., Inc.
  17. Sarkishian, N. and Catsoupes, M.P. 92012, October 12). "Generations of talent study. (Article) Retrieved from: <http://www.bc.edu/>
  18. Sekhar,C. et.al. (2013, December). A literature review on motivation. Retrieved from <http://link.springer.com/article/10.1007/s40196-013-0028-1>
  19. Snow, D., (20015). Recognition: The importance of saying thank you" Retrieved from <http://www.snowassociates.com>
  20. Tuazon, E.H, et.al. (2017). Behavioral science as applied to business and industry. University of the east.