

# **Ignoring Difference: Positive Working Relationship Response an Alternative Human Resource Development**

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*Abstract* — The study focuses on positive working relationships. This is a dynamic in every workplace as an alternative human resource development. Ignoring denotes a self-motivated working relationship. It is the best practice among the professional practitioners. This is requiring trust, dedication, and perseverance. The research gap is on teacher population. The study is anchored in the theory of ignoring difference. The methodology used in the study is a multiple case study in qualitative research design. There are five participants include student, teacher, school head, parent, and stakeholder. The data collection methods are interview, focus group discussion, observation, and document review. The data analysis uses the framework includes identifying experiences, describing phenomenon, interpreting meaning, developing sense and clustering themes. The data gathered are consolidated with the use of matrix. The result of the study bears the three subheadings that comprises workplace behavioral display, best practices alternative and working relationship implementations. There are ten themes developed which are distributed in three subheadings. These includes the behavioral shown, triggered acts, behavioral manifestation, and behavioral upbringing under the first subheading. The themes alternative options, best practices and expected feedback are under the second subheading. The themes

problem encountered, implementing solution, and providing intervention are under the third subheading. The study has concluded that ignoring is a positive trait that needs nurturance. This is normative behavior that signifies acceptance, determination, and concern. The difference is another trait which implies opposite behavioral manifestation and upbringing. This is expected in any workplace that needs focus and immediate action. The study recommends the expands in socialization opportunities to teachers and parents; provides the stress debriefing with the teachers and diffusion with the parents; extends the social enhancement with the school heads; undergo the remedial session with the learners; assist in framing strategic development planning for school community.

***Keywords — Ignoring, Relationship, Response, Resource***

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## I. Introduction

### Background of the Problem

Working relationships are vital to any agencies, departments, companies and even in the household. This is the best practice that promotes effective human diversity. This is the efficient scenario in the worldwide search for peace and harmony. In the international perspective, working relationships bring good and harmony towards each other. The national struggle for unity that adheres of relationship is mandated. The local workplace promotes brotherhood and companionship with an effective working environment.

A positive working relationship is a human resource development alternative in evading conflict. This is the most demandable option in making an excuse for any problem that exists. Professional practice is not an easy job. This requires dedication and perseverance. The entrusted task and the expected performance in the position puts a great responsibility in the society. The maintenance of meritorious respect is essential that always makes aware in the position. Conduct and the appropriate manner is expected to much by the superiors. As a subordinate there is a need to enhance behavioral response and attitude display towards the superiors. These sharing values is fitted in promoting the welfare and putting oneself as part in the many. The significant implications for job satisfaction in the workplace is putting to stay and place high value on job security, even if they are not particularly happy with their positions. Conversely, workers and practitioners gain confidence in their prospects and seek career opportunities with other organizations [Society for Human Resource Management, 2016].

The alternative responses as human resource strategy for the promotion of camaraderie within the workplace. The school is the workplace among the professional teacher practitioners. This is a place of educational learning, informational gathering and integrational of child and adult world blending. The aim for an effective human resource is for development of moral character, enhancement of personal discipline, advancement of civic conscience and empowerment of vocational efficiency. The adoption of high-performance work practice is to gain an effective act

in a task. The investment of drive equilibrium makes a firm and substantial in human resource development. The world of work serves as platform for reaching millions of people that need care, nurturance, and concern [International Labor Organization, 2020].

Ignoring difference as an alternative option in negative responses is an effective social management. The role human resources have played significance in solving these challenges. This is a critical in developing the image of the institution. The increasing importance of social responsibility and sustainability efforts provides a venue for a resolution. These solutions focus on the firm and its effective interaction in the global arena. Profitability increases a result in steadily more customers place a value on responsibly operating organizations. As an institution seeks to improve cultural awareness and operate on a much more ethical and responsible level. It is easier to operate and adapt the environments and play an essential role in human resource development. It develops new and innovative ways to handle differences and helps in integrating strategy. It increases profitability with its ultimate end goal [Hutnek, 2016].

Based on the review of the prior research, there is a population gap. These are the school community where the situation that tends to break the harmony and camaraderie. Some of these sub-populations have been unexplored and under researched. The literature among the ignoring strategy appears to be important and worthy of investigation in the context of human resource development. An investigation of this group is important because of its uniqueness and seems to lessen the causes of misbehavior. Furthermore, previous research has focused primarily on this school population. Very little research has been done on the literature because of its rare existence [Miles, 2017].

The endeavor in pursuing this study is beneficial to the leaders, providers, caregivers and learners in promoting harmony in the workplace. This is an effective innovation in looking for successful human resource advancement. This is in consonance with the issuance of Republic Act number 7836 otherwise known as Philippine Professionalization Act of 1994 and the Code of Ethics of Professional Teachers.

### **Purpose of the Study**

The study is deeply rooted in ignoring responses expressed in negative manner. This is commonly happening in workplaces with diverse cultural backgrounds. This is also common in the workplace with different educational backgrounds, behavioral upbringing and emotional manifestation. The inquiry carries the following research questions:

1. What is the behavioral display shown in the workplace?
2. Why does behavioral display have an alternative response?
3. How do positive working relationships improve in the workplace?

The study aims to maximize ignore negative responses by way of:

1. Identifying the behavioral display of the subordinate
2. Determining the alternative responses towards these behavior
3. Recognizing positive working relationships that improve workplace.

### **Significance of the Study**

This study is useful to the school administration with effective and efficient leadership. It deals more with how to look for an alternative solution to overcome serious problems within the school. The teacher as providers can benefit on this study as it promotes the spirit of cooperation and mutual understanding. The parent as caregiver avails the services that help mold and nurture the child at home. The student as learner improves performance and achieves laurels as it continues to receive new learning tasks. The stakeholders are profiting from this situation as it is the ultimate solution to achieve solidarity. This is increasing work task that leads to progressive and meaningful accomplishment.

### **Theoretical Lens**

The study anchored in the ignoring theory of Ladson-Billings (1994) that ignoring differences ideology focuses on everyone. This is also affirmed by Gerjo Kok, et.al. [2017] that the use of fear appeal assumes changes of behavior when people are emotionally confronted with the negative effects. This is simple reasoning and intuitive. The risk perception theories predict that if people experience a threat, they want to counter. This is determined by coping efficacy level that if efficacy is high, the suggested behavioral direction is changed; if efficacy is low, the reaction is defensive. Coping efficacy promotes different interventions and conditions; random assignment; and behavior as an outcome measure.

### **Review of Related Literature**

This section presents the subtopics about behavioral display, alternative response, and workplace relationships.

### **Behavioral Display**

The workplace behavior encompasses the employee's communication with clients. It is how to treat each other and how to accomplish the daily tasks. If the employees are consistently exhibiting positive behavior the customer satisfaction rates, productivity and culture are all likely to improve. The handling of big emotions in a healthy, mature way requires a variety of skills, including impulse control; emotional self-regulation problem solving, delaying gratification; negotiating; communicating wishes and needs; knowing what is appropriate or expected in each situation. As such, it cautions organizations from exerting much effort to redesign practices and

policies to manage workers more effectively from different generations [Becton, Walker & Farmer, 2014]. The dimension of behavior includes 1) focus on behavior, 2) based on behavioral principles, 3) emphasis on current environmental events, 4) precise description of procedures, 5) implemented by people in everyday life, 6) measurement of behavior change, 7) de-emphasis on past events as causes of behavior, and 8) rejection of hypothetical underlying causes of behavior. In responding to behavior display there are tips to be considered. These includes never give in; remain calm, ignore negative and praise positive; use consistent consequences; wait to talk until meltdown is over. The opportunity is in organizational and institutional behavior have evolved and beyond considering workers as people. It is to think and feel for more appreciation that the groups also exhibit person-like characteristics [Brief and Weiss 2002].

### **Alternative Responses**

Differential response, also called alternative response, is a system reform that establishes multiple pathways to respond to child maltreatment reports. There are two-way responses that need focus. These are the role of the human resource and the responsibility of the subordinate workers. The role of human resource has leadership responsibility to develop and implement workplace conflict policies and procedures. There is an initiative of subordinate communication on conflicts and tracks the metrics and costs of conflict-resolution efforts. The involvement in settlement of conflict is needed. The leader must initiates advising, coaching, and supervising. The potential that develops an understanding of leadership behavior, organizational policies and practices leads to increased uses and benefits of workplace [Klaas, Buchanan, Ward, 2012]. The role of the subordinates has consultative and inquiry skills. The subordinates must work on the difference. It helps in developing conflict-resolution skills. Resolving workplace conflicts does not require top-down interventions. This is to think independently, analyze problems, come up with solutions and take steps to implement them. This includes both task-related and people-related problems [Davidescu, Apostu, Paul & Casuneanu, 2020].

### **Workplace Relationship**

Workplace relationships are the specific expectations for interactions between people in different positions within a company or organization. They are either professional, personal or a mixture of both. Depending on the position or title of either person these relationships can also add to job satisfaction. This is the overall workplace climate or culture. Learning what these distinct relationships are and how to navigate them. It may help someone broaden their professional connections and make advancements in their career. Additionally, the improvement of workplace relationship needs to strengthened friendship and professional relationship. These are the need to inculcate polite and professional; inclusive to others; offer clear communication; practice active listening; positive and supporting; focus-goal and solution centered; hold accountability and show appreciation to everybody. This implies that thorough awareness and interest should be devoted. This in ensuring that various forms of support like exchangeability, collectivity, and effectivity are provided from coworkers, supervisors, and managers [El-Said & Shaaban, 2014].

## **II. Methodology**

This section presents the research design, research setting, sampling, data gathering techniques, data analysis, ethical considerations and reflexivity.

### **Research Design**

The research design is qualitative method of research with Yin [2014] multi-case study approach. This is involving an up-close, in-depth, and detailed examination of the subject as well as its related contextual conditions. These are determined in the study of human resources with an alternative solution of ignoring difference.

### **Research Setting**

The research setting is in the school. This is a bound system with the teachers as service providers; parents as caregivers; students as learners; school heads as a leader and community as a stakeholder. This is conducted during school days for in school. This is deepening how the strategy helps in overcoming the existing behavior.

### **Sampling**

The sampling process is purposive in nature considering the participants are connected in school community. There are five (5) participants involved in the study from various sectors of student-learner, teacher-providers, school heads-leader, parent-caregiver, and community-stakeholders.

### **Data Gathering Techniques**

The researchers send community on to the school heads. The formulated interview guide questionnaire is used in data gathering to determine the number of participants. The remarks, suggestions and reactions are also noted as they are part of the data gathered. The facilitation of interviews with significant others is used to assess the client's background. This is to get the experiences and feelings. The observation of behavioral manifestation will be used as another strategy to get the recommendatory options of teacher improvement, student advancement, parental involvement, and leadership development. The document review of learner's anecdotal records, reports of providers, minutes of the caregivers and achievement of the leaders helps in gathering secondary information. The focus group discussion with the community residents as well as the learners can also be mobilized as another tool in getting their feelings and experiences.

### **Data Analysis**

The matrix is used to code the collated data for tabulation. This is used to transcribe the information gathered from audio recording. Van Manen [1990] gives an analytical basis for identifying experiences, describing phenomenon, interpreting meaning, developing sense and

clustering themes. The thematic analysis of the data is appropriately interpreted for discussion. This is also used to conduct analysis of qualitative data. It is essentially creating theme-statements.

### **Ethical Consideration**

The study observes the ethical standard in conducting research. The framework of Lincoln and Guba [1985] provides the ethical consideration pertaining to credibility, transferability, dependability, and confirmability. Credibility is connecting with a prolonged engagement with the community. It also involved peer debriefing and scrutiny. It accumulates values and principles that address questions of what is good. Ethics searches for a reason for acting or refraining. It prevents asking permissions of a study. It also seeks permission from authority. It is a value of maintaining anonymity of information. The transferability is establishing through description of the context and participants. This is empirical in every study conducted that the participants are given the informed consent about the aim of the research. This to assures confidentiality of the information disclose to the researcher. Dependability is also established through external audit and detailed description. It is solely using the data gathered and intended for the study. The complicated statement is to be withheld. The participants are informed about the data storage and utilization. The confirmability is established through audit trail, triangulation, and reflexivity. These findings are a result of focus group discussion through triangulation and interaction with the participants. This is getting reliable information. The keeping of the original transcript of the interviews and other information sources is properly stored.

### **Reflexivity**

The researchers are educators and social workers. As a social worker, the value of the individual, especially those who belong to sectors groups learners, caregivers, providers, and leaders are given recognition. As an educator, the researchers are advocating for empowerment in the group workplace. They are also given a chance in the enhancement the skills and potential for more productivity endeavor. This is the venue for the participants to express their views and opinions. The acknowledgement of the ideas and views relevant to their experiences is given value especially in availing educational goods and services. This is straightforward implementation of school programs.

## **III. Results and Discussion**

The section presents the data on responses of the participants. This is consolidated and thematically analyzed bearing the three subheadings includes workplace behavioral display, best practices alternative, working relationship implementation.

## Workplace Behavioral Display

Table 1 presents the subtopic about the workplace behavioral display with four themes includes behavioral shown, triggered acts, behavioral manifestation, and behavioral upbringing. The first theme is about the behavioral shown. The participants have responded that the behavioral shows include gossiping. This always happened when the groups are created engaging in small talk against others. Bullying is commonly happening within the campus wherein a sort of fun. But it is hurting to others. Insubordination is happened with the subordinate that tends to overpower the superior. This is shown when the demand of the superior is not attained by the subordinate due to some nonacceptable excuses. Incivility is a disrespect to everyone not only to superior but also to colleagues. This a showing dominant behavior. Irritation is a behavior with feeling of uncomfortable with others. This is easily getting mad about anything and cannot work well. The inequalities are displayed in the workplace by threatening anybody in an unfair style. This is usually showing favoritism habit and practicing a showy behavior. Miscommunication is usually transmitting information in an unclear text. This usually happening in the information using gadgets. The isolation is always staying away from the crowd. This is showing a lonesome syndrome. The aggressive behavior is shown in the public place as a cover up. This is displaying confrontation behavior to anybody. The assertive is shown in critical reasoning. This presenting a valid reason for defending ourselves from hurtful moments.

The participants have disclosed that *the behavior is seen in the campus which is sometimes annoying. There are some who are just attending to their work with honesty, dedication and love. These are the common things that need to be overcome. This is a behavior that needs adjustment and strong stress tolerance.*

This finding is supported by Bergner [2010] the parametric formulation of behavior exhibit is logically and conceptually a way in which psychology have many subfields. It is integrated by the common thought differing relationship to one central behavior phenomenon.

The second theme is about the triggered acts. The participants have responded that the triggered acts include the vacuum performance is working with routine space. This is an alternate job with the task given. Personal preference is the intentional selection of work. This is done that depends on the duration when to finish the target work. The investment training is a planned and well budgeted enhancement. This is well guided and with forward purpose. The digital platform is engaging in modern technology transfer. This is the use of gadgets in the workplace. Health management is sustaining physical well-being away from any illnesses. This is maintaining body condition. The prevention of health condition is needed for a productive endeavor. This is keeping the body alert and energetic. The two-way communication is carefully examined as a venue for proper messages. This is always keeping the information delivered prompt. Social adjustment is the determinant of perseverance and patient behavior. This is a fine-tuning to any situation. The setting goals is the situating a fixating a direction. This is possessing a vision and mission of the institution. The achievable milestone is compelling victory. This is the moment expressed with



achievement. Employee enhancement is the additional skills enrichment of the workers. This is equipping them with staff competent skills.

The participants have shared that *the acts that trigger productive endeavor eventually increases productivity. These are the moments that must be given a precaution. The effort made is gainful interaction especially involving in a productive group and engaging in a working committee. This brings harmony among the workers.*

These findings are supported by O’Niell and Cotton [2015] there is some influence on workplace outcomes. This is especially between management and organization events. The distributive justice, interactional justice and both job satisfaction has intent to leave a harmony. The individual trigger events have interacted with procedural and distributive justice to predict affective commitment and job satisfaction. The events that trigger awareness, sensemaking justice and changes are important work attitude. A better understanding that trigger events remain when examining workplace outcomes.

The third theme is about behavioral manifestation. The participants have responded that behavioral manifestation includes disorder symptoms which are behaviors that bring dissatisfaction in the work. This is the displayed behavior that shows intense and sometimes difficult to manage expert for the expert behavioral management. The poor attitude is manifested by the people who are socially disoriented. This is the difficult behavior that is shown in the workplace. Family dysfunctional is the situation in the family with broken relationship and departing from harmonious relation. This is a condition that mostly affect the personal image of the individual especially in the establishment of good family background. Physical illness is the suffering of ailments. This is the disturbance in the physical body that hinders productivity. The emotional symptoms are the feeling of uneasiness. This is hampering the social interaction brought by the indifferent orientation. The withdrawal syndrome is the tendency to give up on the situation. This is unexplained behavior due to negative traits. Getting annoyed is the aggravated feeling towards others. This is the feelings that is making negative notion to another will of a person. The appearing angry is a personal baggage with hidden and unresolved feelings. This is affecting the relationship within the organizations and institutions. Putting blame is making someone responsible for the fault. This is showing an exemption syndrome for making a part of it. The refusing rules are not obeying the regulation. This is an error in the leadership system and soil functioning among the subordinates.

The participants have disclosed that *the manifested behavior is common in the workplace. This is considering that the group of professionals are suffering the same agony in life which do not value negative vibes. The betterment of the relationship is always a key to successful endeavor. It is always dependent upon the proper relationship of the subordinate and superior as it mirrors in the society.*

The findings are supported by Ramzy, Bedawy & Maher [2018] that the despite placing the human behavior at the center of the organization, common issues of organizational dysfunction still managed to crop upon. The lack of clarity about goals, managerial issues, insecurities, and many other issues can survey the entire institution. These points are pervasiveness of dysfunction is unique among people of all types and all walks of life and culture.

The fourth theme is about behavioral upbringing. The participants have responded that behavioral upbringing includes family relationships which are kept on its sacredness. This is nurtured within the siblings. The changes circumstances are the acceptance of the new trends. This allows us to renew the ways and dealings with each other. The event occurrence is the affair that is going on with maximum participation. This is needed in involvement with a group, association, and organization. The limited experiences is alarming due to low exposure of job opportunities. This is the aspect that needs sufficient exposure. The cultural expectations are the outlooks in life about abundance and gallantry. This is the potential for social practice. The rearing practices is skillful nurturance of a trait. This is showmanship of the ways it is upgraded with utmost tolerance. Alcohol and drug exposure are the involvement in vices. This is not good influence that create division and bad influence among the young generation and learners. The emotional temperament is the self-outburst from the tragic moment. This needs a self-control impulse. The influential tolerance is the ability for making a persuasive power. These are the skills for being broadminded and lenient. The recognition pattern is the appreciation of the achievement even in a small thing. This is a satisfying gratitude and acknowledgement among subordinates and superiors including stakeholders.

The participants suggested that *these are the traits that need to enhance especially using social media. This is increasing skills and talents for more productive endeavor. The practice of enhancement is allowing to advance knowledge and capabilities for learning, acting, performing, and guiding.*

The findings are supported by Brief and Weiss [2002] that the considerable change has initiated programs that show considerable promises. Confidence is posing in many important questions about production and consequences of moods and emotions in the workplace. The opportunity is waited for those who had perseverance and patience. Organizational behavior evolves and beyond considering workers as people. It is appreciated that the groups and organizations which belong to exhibit these person-like characteristics.

**Table 1 – Workplace Behavioral Display**

Theme	Core Ideas
1. Behavioral shown	Gossiping, bullying, insubordination, incivility, irritation, inequalities, miscommunication, isolation, aggressive, assertive
2. Triggered acts	Vacuum performance, personal preference, investment training, digital platform, health management, two-way communication, social adjustment, setting goals, achievable milestone, employee enhancement
3. Behavioral manifestation	Disorder symptoms, poor attitude, family dysfunctional, physical illness, emotional symptoms, withdrawal syndrome, getting annoyed, appearing angry, putting blame, refusing rules
4. Behavioral upbringing	Family relationship, changes circumstances, event occurrence, limited experiences, cultural expectations, rearing practices, alcohol and drug exposure, emotional temperament, influential tolerance, recognition pattern

**Best Practices Alternative**

Table 2 presents the subtopic on the best practices alternative with three themes includes the alternative options, best practices, expected feedback. The first theme is about the alternative option. The participants have responded that the alternative options include the specific guidelines that are followed. This is making a job procedural in nature. Resolving conflicts is capacity to mediate misunderstanding to arrive at a common goal. This to restore mutual relationship. The work with problems is the capability to resolve issues with the client. This is a scientific helping relationship. The start with self-assessment is the personal evaluation of self. This is self-realization by relieving from pains and looking for good within a group. The workplace culture is the ambiance that promotes good working relationship. This is the positive work climate in a promotive and bonded relationship. The observe protocols is following the procedures in a job. This is looking for the proper and utmost harmony. The focus on consequences is making an awareness in the social environment. This is making the hindrance a boundary not to do the same. The use of open-door policy is a clear leadership rule and strategy in making working relationships productive. This is making everybody aware on the new sets of guidelines. The drawing line is making a limitation in making complicated situation. This is avoiding boundary conflict. The ignore inappropriateness is minimizing the wrong doings. This appreciating the most appropriate manner to promote goodwill within the organization.

The participants had opened that *the alternative options are the ideal in making a right direction especially ignoring differences. This is the guide towards making good vibes in the organization. Institutionalization of all traits is beneficial in the leadership system. This is a reminder of a better outcome. The document commentaries are guiding points to follow, especially tracking records.*

The findings are supported by Mas and Pallais [2019] that the alternative work arrangements are heterogeneous and widespread. Work arrangements is relatively stable with new, electronically mediated shows a job that remain quite limited. Work conditions vary substantially by education with college-educated workers. It is also more likely to work long hours. While these types of flexibility are often considered family-friendly in practicing flexible jobs come with both more freedom and more responsibility.

The second theme is about best practices. The participants have responded that the best practices include appreciate affirmation that bears fruitful events. This is gaining prestige from the deserving moment. Interactive communication is the mutual understanding of giving accurate information. This is making the connection well-established and accorded. Building trust is eliciting honesty and sincerity in all transactions. This is making conscience a meaningful commitment. The ethical standards is following the proper values in the working environment. This is the advantageous in morality investment. The fairness treatment is an equal dealing with the workforce. This is an establishment of camaraderie and solidarity. The reward and recognition are meritorious moments given as an honor to the deserving and performing staff and learners. This is a very credible value shown to them for valuing their personal worth. The empathetic sensitivity is putting the shoes to others. This is developing a dignified worth of a person. Broad awareness is a wide and spacious moment for understanding. This is the venue for widening the horizon in the spirit of oneness and unity. The perceptive beliefs are the conviction of honest and truth revelation. It prevails in whatever mistakes and errors committed by someone. The clear expectation is a direct concern for the great exertion. This is the provision of transparent work and task given.

The participants have revealed that *the best practices are genuine achievement bearing moral lessons like acceptance, ignoring and concern. These are the points that must be pondered and valued upon for peace and harmony. Self-worth and moral values are the best assets in achieving the best performance and rewarding efforts. These are the true indicators for good institutional governance.*

The findings are supported by Wu, Roemer, Kent, Ballard and Goetzel [2021] that one the best practices is the promoting positive mental health in the workplace. This is a complex process that requires collaboration across several leadership levels. The work can play a positive role in contributing to wellbeing of the worker. It can also become harmful and toxic when there is a lack of social support and unhealthy organizational culture. By recognizing employers is putting in place an intentional effort to protect the well-being of the workers. This is also promoting a culture of health. The extending an award inspire more organizations to adopt best practices for their own employees.

The third theme is about the expected feedback. The participants have responded that the expected feedback is expressed through different ways bearing sincere information. The informal feedback occurs at any time that emerges spontaneously in the moment or during action. This is

usually done on any occasion, at events, or gatherings. The formal feedback is planned and systematically scheduled into the process. This is usually associated with marking criteria, competencies, or achievement of standards. Formative feedback is monitoring of learning that provides ongoing feedback. This is used to improve teaching and student learning. The summative feedback is an evaluation of student learning at the end of an instructional unit. This is done by comparing against some standard or benchmark. It is an instrument that evaluates the performance of the practitioners. The peer feedback instruction and ongoing support give quality feedback highly valued by peers. This is providing learner-student with an opportunity to give and receive feedback that enriches experiences and develops professional skills. The self-feedback is explicit modelling and instruction of self-assessment. This is a goal setting leading to independence. Commentative feedback is corrective comments about past behavior. This is focusing successful self-worth and social-worth of an individual like learners, providers, caregivers, and leaders. The affirmative feedback is positive comments about past behavior. This is focused on success with continuity behavior. The interpretive feedback allows to hear a clear demonstration that confirms the message needing correction. This is clarifying the content of the messages. Evaluative feedback involves judgment with credibility. These are clues that examine message and professional language. The supportive feedback is hugging from partner that communicates support and meets need in ways that transcend language and exchange of symbolic meaning. This is a context that identifies, describes, and predicts representations. The probing feedback is communicating targeted requests for specific information. This is defining an information is included and what is beyond the scope. Understanding feedback is collaborating with sympathy and empathy for the source of the message. This is demonstrating interest in a work done.

The participants have shared *the feedback that leads to make a lesson learned through focused and positive traits. This is the way to provide an answer to the challenges that have been undertaken. The feedbacking is a providing a new lesson and venue for understanding and mutual benefit. The new lesson creates another venue for a program and services.*

The findings are supported by Ling and Soon [2019] that the dimensions of the feedback environment include feedback source credibility, feedback quality, feedback delivery, constructive feedback and support for feedback seeking. These are proven to have a significant and positive relationship between feedback environment and intrinsic motivation. This is shown the significant influence between dimensions of feedback environment towards intrinsic motivation such as feedback quality, feedback delivery and constructive feedback.

**Table 2 – Best Practices Alternative**

Theme	Core Ideas
1. Alternative option	Specific guidelines, resolve conflicts, work with problems, start with self-assessment, workplace culture, observe protocols, focus on consequences, use open-door policy, drawing line, ignore inappropriate
2. Best practices	Appreciate affirmation, interactive communication, building trust, ethical standards, fairness treatment, reward and recognition, empathetic sensitivity, broad awareness, perceptive beliefs, clear expectation
3. Expected feedback	Informal, formal, formative, summative, peer, self, commentative, affirmative, interpretive, evaluative, supportive, probing, understanding

### Working Relationship Implementation

Table 3 presents the subtopic about the working relationship implementation with three themes includes the problem encountered, implementing solution, and providing intervention. The first theme is about the problem encountered in the implementation. The participants have responded that the problem encountered is the insufficient training. This is poor training in leadership that challenges in the workplace and increases frustration. This is seeing training as an investment. Scheduling inflexibility is leading to higher stress levels that affect the ability to do the best work. There is a need to track the time by the superior as a responsible in looking to the best for the institution. The poor work-life balance is making a task in abrupt time which affects condition. This is needed to start as a culture of work. The lack of motivation is the absence of encouragement and reinforcement of work. There is a need to communicate with the staff for more effective work. The lack of communication is the problem of unreported events. There is a need to open up a communication for allowing messages to travel from top-to-bottom and bottom-to-top. The trust issue is eroded over a period of time and takes time to win back. There is a need to encourage team-building activities. Less recognition is natural to recognize people for the hard work with easy mindset that is often in small details that really matter. There is a need to create rewards for deserving as a milestone for sacrifice. The staff conflict is happening in the workplace as part of the business due to different opinions, suggestions and demands. There is a need to open an environment for free expressions of structured feelings. The less potential growth has no opportunity to enjoy jobs, and careers. There is a need to set a career progression map showing staff opportunities. The lack of technology is choosing right technology with limited resources. There is a need to create a plan that looks for the future.

The participants have said that *the problems lead to difficulty in achieving the desired goals is needed to restore. There is always going to be a new challenge like groupie and loftier. But the important thing is working in a logical and timely way. These are some of the most common workplace challenges and solutions that are solvable. It is often the key to communication with the right technology that normally finds a simple solution.*

The findings are supported by Ednave, et.al. [2018] that the mental or physical effort employed in the academy is collaborative teamwork. It eases the effort and lessens the work. It also has a practical purpose in developing interpersonal skills that increase an awareness. The assessment and intervention as a course of action is seen mostly through providing an enhancement.

The second theme is about the implementing solution. The participants have responded that the implementing solution includes the strengthening weakness which is evaluating the positive things that brings new workplace relationship. This is considering the need in a relationship with focus. The understanding strength is focusing on development of relationships. This is upgrading skills like communication, active listening and conflict resolution that initiate workplace relationships. The timing relationship is building positive time management affairs. This is finding it easier to interact with others and get to know coworkers. The asking question is seeking ideas, opinions, and suggestions. This is the finding an appropriate solution for a difficulty. The listening options is hearing the agony of the people clamoring for solution. This is a way to help others by way of listening through their heart. Helping is initiating an opportunity to get and benefit from it. This is voluntarily giving goods and services. The appreciating role and performance is a powerful relationship builder. This is achieved by working together to accomplish goals. Keeping commitment is agreeing to the responsibility and fulfilling the promises. This sustaining the previous arrangement in performing a task. Paying attention is making focus on the target plan and its implementation. This is a way to accomplish the given task. Building good relationships is the establishing a good foundation of camaraderie. This is sustaining the good working relationship.

The participants have said that *good working relationships make a job more enjoyable. This is possessing acceptability, loyalty and sincerity. The close-knit teams are more productive, which frees up time to innovate and focus on personal development. The professional connections make will to help the career more productive and meaningful.*

The findings is supported by Bal [2017] that workplace dignity related to human dignity in an organization or an institution. This provides the primary input into thinking about workplace relationships.

The third theme is about providing intervention. The participants have responded that the problem implementation is trying to answer the basic inquiries of the masses. The identifying root finding the problems. This is the determining factor in giving intervention. The developing objective is crafting the aim and purpose. This is giving directions on what to do. The designing activities are mapping the event for implementing an intervention. This is the moment of happenings in the institution and organization. The setting criteria is the creating a guideline for the program, project and activity. This is making a standard, principle, norm and condition. The selection methodology is looking for the process on what to do. This is making the procedure, policy and practice within the institution. The applying solution is providing a venue for solution.

This is the problem-solving approach. Choosing alternatives is the selection of appropriate options for the problems. This is making changes in the norms of interaction. The planning strategically is initializing the decision. This is preparing, arranging scheduling, and forecasting the decision for implementation. The monitoring program is the intensification of the program, project and activities. This is strengthening the direction setting. The evaluating projects is examining the pros and cons of the program and activities. This is ensuring the proper setting of the activities and programs.

The participants have sighed that *the provision of intervention marks its fulfillment of the aspiration. This is the long dream that the agony is answered scientifically. The problem-solving is processed and the decision-making is collaboratively facilitated. The manner in making resolution has a unification in the process of making what is necessary things to do.*

The findings are supported by Hulls, et.al. [2021] that the available evidence is indicated that interventions aim to improve employee well-being in the workplace. Most interventions are based at an individual level. Those who engaged at multiple levels, like policy, environmental and individual, appeared to be more effective. This is indicated that despite the different culture improves condition have positive outcomes.

**Table 3 Working Relationship Implementation**

Theme	Core Ideas
1.Problem encountered	Insufficient training, schedule inflexibility, poor work-life balance, lack motivation, lack communication, trust issue, less recognition, staff conflict, less potential growth, lack technology
2.Implementing solution	Strengthening weakness, understanding strength, timing relationship, asking question, listening options, helping, appreciating role and performance, keeping commitment, paying attention, building good relationship
3.Providing intervention	Identifying root, developing objective, designing activities, setting criteria, selecting methodology, applying solution, choosing alternatives, planning strategically, monitoring program, evaluating projects

#### IV. Conclusion

Based on the findings, the study has concluded that ignoring is a positive trait that needs nurturance. This is normative behavior that signifies acceptance, perseverance, and concern. The difference is another trait which implies the opposite. This is expected in any workplace that needs focus and immediate action. There are three themes consolidated into three themes includes workplace behavioral display, best practices alternative and working relationship implementation. The first subheading has four themes includes behavioral shown, triggered acts, behavioral manifestation, and behavioral upbringing. The second theme is best practices alternatives which



includes alternative options, best practices, expected feedback. The third subheading is working relationship implementation which includes problems encountered, implementing solution and providing intervention.

## V. Recommendations

Based on the conclusion, this study recommends that the following are to be undertaken: a) expand socialization opportunities to the employees and the parents; b) provide sessions on stress debriefing to the teachers and diffusion to the parents; c) extend social enhancement to the leaders; d) undergo remedial session to the learners on the values formation; e) assist in the framing of strategic development plan with the stakeholders and school authority.

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