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RESEARCH ARTICLE

The Ethical Imperative of Decent Work Sustainability: A Philosophical Inquiry

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ABSTRACT

This study explores the ethical necessity of sustainable decent work, concentrating on the philosophical foundations of Sustainable Development Goal 8 (SDG 8). The research critiques traditional economic models that focus on profit maximization, often neglecting worker welfare and environmental sustainability. It investigates the complex nature of decent work and its significance for fostering a fair and sustainable future through a mixed-methods approach that includes survey data analysis and an extensive review of philosophical and interdisciplinary literature. The research utilized a mixed-methods strategy, merging quantitative and qualitative data collection and analysis techniques. This method facilitated a thorough examination of the research topic, leveraging the advantages of both approaches. Survey questionnaires were employed to collect quantitative data on individuals' perceptions and experiences related to decent work and sustainability. Descriptive statistics were used to analyze this quantitative data. Additionally, open-ended questions in the survey enabled respondents to express their thoughts and experiences in depth. Thematic analysis was applied to the qualitative data, revealing key themes, shared ideas, and varied perspectives on decent work and sustainability. The integration of quantitative and qualitative data provided a richer understanding of the research topic. The findings emphasize that to achieve sustainable decent work, we need a fundamental shift that connects economic growth with social justice and environmental responsibility. This means focusing on fair wages, safe working conditions, and opportunities for both personal and professional growth, while also reducing the environmental impact of economic activities. The study highlights the significance of ethical labor practices, responsible corporate behavior, and policies that support worker rights and environmental protection. It adds to our understanding of SDG 8 by incorporating philosophical viewpoints into the conversation about sustainable, decent work. The research calls for a comprehensive approach that takes into account the ethical, social, and environmental aspects of work, ultimately promoting a future where economic advancement goes hand in hand with social justice and environmental care.

INTRODUCTION

The quest for sustainable development requires a fundamental transformation in the perception of work and its societal function. Although economic growth is frequently stressed, the notion of "decent work" as articulated in SDG 8 underscores the significance of social justice, equity, and human dignity within the workplace. This study contends that a philosophical perspective is essential for attaining sustained decent work, transcending just economic factors to examine the ethical and moral aspects of labor.

This study will analyze the philosophical underpinnings of decent work, referencing prominent theorists in ethics, political philosophy, and economics. The researchers will investigate ideas such human happiness, social fairness, and the intrinsic worth of work, illustrating how these principles underpin a sustainable approach to SDG 8. The researchers will examine the shortcomings of conventional economic models that emphasize profit maximization at the expense of human well-being, promoting a more comprehensive framework that promotes the dignity and rights of workers.

This study seeks to enhance the understanding of SDG 8 by incorporating philosophical viewpoints into the discourse on sustainable decent work. This method will underscore the significance of ethical issues in formulating work policies, advancing responsible corporate practices, and cultivating a more equitable and sustainable future for all.

LITERATURE REVIEW

This exploration draws upon recent scholarships to examine the philosophical foundations of decent work sustainability. Key areas of inquiry include:

Philosophical Foundations of Decent Work

Capabilities Approach: This section looks into how the capabilities approach can enhance our understanding of decent work, referencing recent interpretations and applications of the works of Sen and Nussbaum. Robeyns (2021) delves into the theoretical underpinnings of the capabilities approach and its significance for a just society. In a similar vein, Claassen (2020) discusses how work can empower individuals to thrive and reach their full potential in an ever-evolving world.

Ethics of Care: This part explores the ethical aspects of care work, utilizing insights from contemporary feminist philosophy and care ethics to advocate for the acknowledgment and appreciation of care labor within the decent work framework. Gilligan (2020) revisits her influential work on care ethics and its importance in addressing modern social challenges. Kittay (2021) analyzes the hurdles and possibilities of incorporating care work into a sustainable economy.

Social Justice Theories: This section delves into the idea of decent work through the perspective of social justice, highlighting how fair wages, safe working conditions, and opportunities for advancement play a crucial role in fostering a just and equitable society. Fraser (2020) offers a critical examination of modern capitalism and its effects on social justice. Anderson (2021) investigates the power dynamics present in the workplace and their consequences for worker rights and social justice.

Sustainability and the Future of Work

Environmental Ethics: This segment looks at the ecological ramifications of work, taking into account the environmental costs associated with production and consumption in light of climate change and the ongoing ecological crisis. Purdy (2020) advocates for a new environmental ethic that acknowledges the interconnectedness of human and ecological well-being. Klein (2021) presents a compelling argument for the urgent need to address climate change and to pursue a just transition toward a sustainable economy.

Ecological Economics: This section delves into alternative economic models that emphasize ecological sustainability and social well-being rather than perpetual growth. Raworth (2021) presents an engaging vision for a new economic framework that functions within the limits of our planet while addressing the needs of everyone. D'Alisa, Demaria, and Kallis (2020) provide a thorough overview of the degrowth movement and its significance for a sustainable future of work.

Theories of Technological Change: This part examines how technological advancements influence the future of work, weighing the potential advantages and challenges posed by automation, artificial intelligence, and the evolving nature of jobs. Susskind (2020) investigates the effects of automation on the future of work and suggests strategies for adapting to a reality with reduced job availability. Brynjolfsson (2022) looks into the transformative power of AI and its effects on both the economy and society.

Integrating Decent Work and Sustainability

Sustainable Development Goals (SDGs): This section looks into how the SDGs contribute to decent work and sustainability, examining ways to weave these goals into policy and practice within the current global landscape. Sachs, Schmidt-Traub, Kroll, Nair, et al (2020) discuss the challenges and opportunities that have arisen in pursuing the SDGs following the pandemic. The United Nations (2022) offers an update on the progress made towards the SDGs and underscores the pressing need for intensified action.

Just Transition: This part delves into the idea of a just transition to a sustainable economy, highlighting the necessity of ensuring that workers and communities are not overlooked as we move towards a low-carbon future. The International Labor Organization (2021) presents policy suggestions for a just transition that fosters decent work opportunities and encourages social inclusion. Newell and Mulvaney (2020) examine the challenges and prospects of achieving a just transition within the framework of global political economy.

Worker Agency and Social Dialogue: This section stresses the significance of worker agency and social dialogue in shaping the future of work. Frege and Kelly (2021) investigate various models of unionism and their potential to enhance worker voice and collective bargaining. Standing (2022) looks into the rise of precarious work and the necessity for innovative forms of worker organization and social dialogue.

METHODS

Data Collection

This study drew upon two primary data sources:

Survey questionnaires: A survey was created to collect information on individuals' views and experiences regarding decent work and sustainability. This questionnaire was designed using Google Forms and shared with a varied group of respondents. The questions covered different aspects of decent work, including fair wages, safe working conditions, work-life balance, and opportunities for both personal and professional growth. Furthermore, the questionnaire featured items that addressed environmental awareness, sustainable practices, and the respondents' opinions on the connection between work and environmental sustainability (Brace, 2018).

Philosophical and interdisciplinary literature: A thorough review of relevant philosophical and interdisciplinary literature was performed to establish a theoretical framework for analyzing the survey data. This review included scholarly books and articles

focusing on ethics, social justice, environmental philosophy, sustainability, economics, and labor studies. The literature review primarily concentrated on recent publications (from 2020 onwards) to ensure that the analysis is rooted in contemporary scholarship and current discussions.

Data Analysis
The data obtained from the survey questionnaires were examined using both quantitative and qualitative methods:

Quantitative analysis: Descriptive statistics were employed to analyze the quantitative data from the survey, offering an overview of the respondents' demographics and their answers to the closed-ended questions (Field, 2013). This involved calculating frequencies, percentages, and measures of central tendency to identify patterns and trends within the data.

Qualitative analysis: The open-ended questions in the survey gave respondents the opportunity to share their thoughts and experiences in detail. We analyzed these responses using qualitative methods, like thematic analysis (Braun & Clarke, 2006), to uncover key themes, common ideas, and a variety of perspectives on decent work and sustainability.

Philosophical interpretation
The results from the survey analysis were examined through the lens of philosophical theories and concepts found in the literature review. This process involved linking empirical data with philosophical frameworks to offer a deeper understanding of the ethical, social, and environmental aspects of decent work sustainability.

RESULT AND DISCUSSION
Demographic Profile
Age: The sample exhibits a youthful demographic profile, with a majority (50%) of individuals falling within the 26–35-year age bracket. This suggests a workforce or study group characterized by a preponderance of young adults or early-career professionals. Notably, the oldest respondents within the sample are 55 years of age, indicating a complete absence of older demographics. The age distribution is skewed towards the younger end of the spectrum, underscoring the relative youthfulness of the sample. This age composition may hold implications for research concerning career trajectories, technological proficiency, or generational attitudes.

Gender: The sample shows a noticeable gender imbalance, with males making up over half (56.7%) of the participants. Although females form a significant minority, those identifying as LGBTQ+ are relatively few, at just 10%. This gender distribution should be taken into account when analyzing potential gender-related differences or biases in the context of the study.

Civil Status: A large portion of the respondents in the sample (73.3%) identify as single, while a notable minority (26.7%) are married. Interestingly, there are no individuals who are widowed or separated. This distribution of marital status indicates that the sample mainly consists of people who are either unattached or in the early stages of committed relationships. This aspect could be significant in research related to lifestyle choices, financial planning, or social networks.

Educational Attainment: The sample shows a high level of educational achievement, with over half (53.3%) holding a Master's degree. This indicates that the group possesses considerable academic credentials and specialized expertise. In contrast, only a small fraction has completed a High School diploma (6.7%) or a Vocational course (3.3%), which further highlights the overall high educational standard of the sample. This educational background is crucial for studies focused on knowledge-based skills, critical thinking, or professional growth.

Position: Over half (53.3%) of the respondents in the sample hold "Rank and File" positions, suggesting that most are non-managerial employees. The rest of the participants are spread across Supervisor, Manager, and Executive roles, indicating a hierarchical structure within the sample. This distribution of job positions may be important for research examining organizational dynamics, leadership styles, or employee satisfaction.

Length of Service: A significant portion of the sample (36.7%) has been with the company or organization for 10 years or more, which reflects a level of employee retention and possible loyalty to the organization. The rest of the individuals are fairly evenly spread across different lengths of service, indicating a blend of newer and more seasoned members within the group. This variety in service lengths could play a role in research focused on organizational commitment, institutional knowledge, or career advancement.

Monthly Income: The sample shows a broad spectrum of monthly incomes, with the most common income range being P30,001 - P45,000 (30%). Interestingly, no one in the sample earns more than P150,000 per month. This income distribution points to a certain level of economic diversity within the group, although it is capped at the higher end. This income profile might be significant in studies looking at financial behaviors, consumer preferences, or socioeconomic factors.

Human Organizational Management
Respondents generally view the human organizational management in their workplace positively, as indicated by the means being above the midpoint of the scale (presumably 3). This suggests agreement with the favorable aspects of management. Here's a more detailed breakdown based on the mean scores:

Strongest Areas: Respect and dignity: *(Mean = 4.17)* This indicates a strong culture of respect within the workplace.
Employee rights: *(Mean = 3.97)* Employees feel that their rights are well-protected.
Communication: *(Mean = 3.97)* There seems to be open and effective communication in place.
Freedom from discrimination and harassment: *(Mean = 3.93)* The workplace appears to be largely free from these issues.

Table 1. Profile of the Respondents

Age	f	%
18 - 25	2	6.7
26 - 35	15	50.0
36 - 45	7	23.3
46 - 55	6	20.0
56 Above	0	0.0
Total	30	100.0
Gender		
Male	17	56.7
Female	10	33.3
LGBTQ+	3	10.0
Total	30	100.0
Civil Status		
Single	22	73.3
Married	28	26.7
Widowed	0	0.0
Separated	0	0.0
Total	30	100.0
Educational Attainment		
HS Graduate	2	6.7
Vocational Course	1	3.3
Bachelor's Degree	7	23.3
Master's Degree	16	53.3
Doctorate Degree	4	13.3
Total	30	100.0
Position		
Rank and File	16	53.3
Supervisor	4	13.3
Manager	7	23.3
Executive	3	10.0
Total	30	100.0
Length of Service		
Less than 1 year	4	13.3
1 – 3 years	6	20.0
4 – 6 years	8	26.7
7 – 9 years	1	3.3
10 years and above	11	36.7
Total	30	100.0
Monthly Income		
Less than P15.000	3	10
P15,000 – P30,000	5	16.7
P30,001 – P45,000	9	30.0
P45,001 – P60,000	7	23.3
P60,001 – P80,000	3	10.0
P80,001 – P100,00	3	10.0
P100,001 – P150,000	0	0.0
Total	30	100.0

Areas for Potential Improvement: *Employee* empowerment: *(Mean = 3.80)* Although still positive, this is the lowest mean score, suggesting that employees may want more involvement in decision-making.

Diversity and inclusion: *(Mean = 3.77)* While this score is above average, it indicates there may be opportunities to enhance how the organization values and promotes diversity.

Other Areas: The remaining areas (work-life balance, growth opportunities, performance evaluations, and social responsibility) all have means ranging from 3.83 to 3.87. This suggests generally positive perceptions, but there is still room for improvement.

Table 2. Respondent Perceptions of Workplace Human Organizational Management.

	N	Minimum	Maximum	Mean	Std. Deviation
1. The workplace fosters a culture of respect and dignity for all employees.	30	2	5	4.17	.913
2. There is an open and effective communication between management and employees.	30	2	5	3.97	1.033
3. Employees are empowered to participate in decision-making processes.	30	1	5	3.80	1.126
4. The workplace promotes work-life balance and employee well-being of employees.	30	1	5	3.87	1.332
5. The organization provides opportunities for employees' growth and development.	30	1	5	3.83	1.206
6. Performance evaluations are fair and transparent.	30	2	5	3.83	1.117
7. The workplace is free from discrimination and harassment.	30	2	5	3.93	1.202
8. The organization values diversity and inclusion.	30	1	5	3.77	1.251
9. Employees' rights are protected and upheld.	30	2	5	3.97	.964
10. The organization demonstrates social responsibility and ethical practices.	30	1	5	3.83	1.177
N	30				

Policies, Guidelines, and Strategies

This table presents data on employee perceptions of workplace policies, guidelines, and strategies, focusing on their development, communication, and implementation.

Policy and Guideline Development: The data indicates a preference for collaborative methods in policy development. While a top-down approach (where management makes decisions) remains common (50%), a notable number of respondents (40%) favor a collaborative approach that includes both management and employees. This trend suggests a shift towards more inclusive processes in policy creation, which can enhance employee engagement and ownership. However, purely bottom-up approaches (where employees make decisions) are still relatively rare (10%).

Communication Effectiveness: The effectiveness of policy and guideline communication presents a mixed scenario. A majority of respondents consider communication to be "Effective" (43.3%) or "Moderately effective" (23.3%), yet a significant minority (20%) rate it as only "Slightly effective." Additionally, a small fraction (3.3%) view communication as "Not at all effective." This highlights the need for organizations to critically assess their communication methods and strategies to ensure they are clear and accessible to all employees.

Fairness and Consistency of Implementation: Overall, respondents generally perceive that policies and guidelines are implemented fairly and consistently. Half of the respondents (50%) agree that this occurs "To a great extent," while another 26.7% report implementation "To a moderate extent." However, a significant 16.7% feel that fairness and consistency are only achieved "To a slight extent." This indicates that while organizations may have strong policies, their execution may not always be viewed as equitable.

Overall Implications

These findings underscore the significance of inclusive policy development, effective communication strategies, and fair implementation practices. Organizations should aim for collaborative approaches in policy creation, ensure that communication channels are clear and accessible, and maintain equitable application of policies.

Programs for Sustainability of Decency

This table presents survey data on employee perspectives regarding programs and initiatives that promote decent work sustainability, focusing on specific measures for inclusivity, growth, and safety within the workplace.

Programs for Decent Work Sustainability: Respondents identified employee assistance programs aimed at supporting well-being (33.3%) as the most effective initiative for promoting decent work sustainability. This underscores the significance of comprehensive support systems that cater to employees' physical and mental health needs. Training and development programs centered on ethical conduct and social responsibility (26.6%) and mechanisms for employee feedback and participation (23.3%) were also deemed essential, highlighting the necessity for both individual awareness and organizational frameworks that encourage ethical behavior and employee engagement.

Table 3. Policy and Guideline Development and Implementation in the Workplace.

	f	%
A. How are policies and guidelines developed and implemented in your workplace?		
1. Top-down approach (management decides)	15	50
2. Bottom-up approach (employee involvement)	3	10
3. Collaborative approach (both management and employees)	12	40
4. Others	0	0
Total	30	100
B. How effective are policies and guidelines communicated to employees?		
1. Very effective	3	10.0
2. Effective	13	43.3
3. Moderately effective	7	23.3
4. Slightly effective	6	20.0
5. Not at all effective	1	3.3
Total	30	100
C. To what extent do you feel that policies and guidelines are implemented fairly and consistently?		
1. To a very great extent	2	6.7
2. To a great extent	15	50.0
3. To a moderate extent	8	26.7
4. To a slight extent	5	16.7
5. Not at all	0	0
Total	30	100

Creating an Inclusive and Equitable Workplace: When asked for suggestions on fostering a more inclusive and equitable workplace, respondents emphasized equitable compensation (20%) and the importance of cultivating an inclusive culture and environment (26.67%). This points to the need for fair pay practices and a workplace culture that appreciates diversity and fosters a sense of belonging for all employees. Inclusive policies (16.67%) and employee involvement (13.33%) were also noted, stressing the importance of organizational policies and practices that promote equal opportunities and empower individuals from diverse backgrounds.

Supporting Employee Growth and Development: To enhance support for employee growth and development, respondents highlighted the necessity for training and development programs (33.3%) and career advancement opportunities (20%). This indicates a strong desire for ongoing learning opportunities and clear pathways for professional growth within the organization. Feedback and performance management (16.6%) were also recognized as important, emphasizing the need for constructive feedback and performance evaluation systems that facilitate employee development.

Ensuring Employee Safety and Respect: Respondents identified safety measures and policies (33.3%) and the promotion of a culture of respect (26.6%) as essential for ensuring that employees feel safe and valued in the workplace. This highlights the necessity for clear safety protocols and a workplace environment that prioritizes respect, dignity, and inclusivity. Open communication (23.3%) and training and awareness programs (16.6%) were also emphasized, pointing to the significance of transparent communication channels and educational initiatives that foster a safe and respectful work atmosphere.

Overall Implications

These findings indicate that employees appreciate a comprehensive approach to decent work sustainability, which includes employee well-being, ethical behavior, inclusivity, opportunities for growth, and safety. Organizations should focus on initiatives that tackle these aspects, such as robust support programs, training and development opportunities, fair compensation practices, and a workplace culture that champions diversity, respect, and open communication.

Limitations

It is crucial to recognize that this data is derived from a sample size of 30, which may restrict the applicability of the findings. Additional research with larger and more varied samples is necessary to validate these trends. Moreover, the study is based on self-reported perceptions, which could be influenced by individual biases.

Significant Relationship

Age and Workplace Management Perceptions:

Table 5 shows a notable connection between age and how individuals perceive their empowerment in decision-making. A chi-square test reveals that this relationship is statistically significant ($p < 0.05$). Younger employees might view their involvement in decision-making differently compared to their older counterparts, possibly feeling either more empowered or less included based on the organizational culture. This finding implies that age could shape expectations regarding participation in organizational decisions, with younger employees likely desiring more active roles. However, no significant differences were observed in other areas such as respect, communication, and work-life balance. This consistency suggests that overall views on these aspects remain stable across different age groups in the workplace.

Table 4. Programs for Sustainability of Decency.

		f	%
A.	What programs or initiatives do you think would be most effective in promoting decent work sustainability in your workplace?		
1.	Training and development programs on ethical conduct and social responsibility	8	26.6
2.	Employee assistance programs to support employee well-being	10	33.3
3.	Diversity and inclusion initiatives	5	16.6
4.	Mechanisms for employee feedback and participation	7	23.3
5.	Other	0	0
	Total	30	100
B.	What are your suggestions for creating a more inclusive and equitable workplace?		
1.	Equitable compensation	6	20
2.	Inclusive policies	5	16.67
3.	Employee involvement	4	13.33
4.	Culture and environment	8	26.67
5.	Training and development	3	10
6.	Representation in Leadership	2	6.67
7.	Communication and Transparency	2	6.67
	Total	30	100
C.	How can the organization better support employee growth and development?		
1.	Career development opportunities	6	20
2.	Training and development programs	10	33.3
3.	Feedback and performance management	5	16.6
4.	Well – being and support	4	13.3
5.	incentives and recognition	4	13.3
6.	Open communication	1	3.3
	Total	30	100
D.	What measures can be taken to ensure that employees feel safe and respected in the workplace?		
1.	Safety measures and policies	10	33.3
2.	Open communication	7	23.3
3.	Culture of respect	8	26.6
4.	Training and awareness	5	16.6
5.	Support and recognition	4	13.3
6.	Employee involvement	3	10
	Total	30	100

Table 5. Age and Employee Perceptions of Workplace Management.

AGE	Chi-Square Computed Value	df	p	Decision	Interpretation
1. The workplace fosters a culture of respect and dignity for all employees.	11.0	9	0.278	Accept Ho	Non - significant
2. There is an open and effective communication between management and employees.	7.55	9	0.58	Accept Ho	Non - significant
3. Employees are empowered to participate in decision-making processes.	24.7	12	0.016	**Reject Ho**	**Significant**
4. The workplace promotes work-life balance and employee well-being of employees.	15	12	0.242	Accept Ho	Non - significant
5. The organization provides opportunities for employees' growth and development.	11.5	12	0.483	Accept Ho	Non - significant
6. Performance evaluations are fair and transparent.	10.4	9	0.320	Accept Ho	Non - significant
7. The workplace is free from discrimination and harassment.	9.36	9	0.405	Accept Ho	Non - significant
8. The organization values diversity and inclusion.	9.81	12	0.633	Accept Ho	Non - significant
9. Employees' rights are protected and upheld.	11.6	9	0.239	Accept Ho	Non - significant

	Chi-Square Computed Value	df	p	Decision	Interpretation
10. The organization demonstrates social responsibility and ethical practices.	8.10	12	0.778	Accept Ho	Non - significant

Gender and Workplace Management Perceptions: In table 6 analysis, gender does not seem to significantly influence perceptions of workplace management. Chi-square tests show no statistically significant differences across all measured factors, including respect, communication, empowerment, work-life balance, growth opportunities, and fairness in evaluations. These findings suggest that within this organization, male and female employees, as well as those identifying as LGBTQ+, receive similar treatment and share comparable views on management practices.

Table 6. Gender and Employee Perceptions of Workplace Management.

GENDER	Chi-Square Computed Value	df	p	Decision	Interpretation
1. The workplace fosters a culture of respect and dignity for all employees.	6.50	6	0.369	Accept Ho	Non - significant
2. There is an open and effective communication between management and employees.	2.07	6	0.913	Accept Ho	Non - significant
3. Employees are empowered to participate in decision-making processes.	9.51	8	0.301	Accept Ho	Non - significant
4. The workplace promotes work-life balance and employee well-being of employees.	10.2	8	0.252	Accept Ho	Non - significant
5. The organization provides opportunities for employees' growth and development.	5.61	8	0.691	Accept Ho	Non - significant
6. Performance evaluations are fair and transparent.	3.00	6	0.809	Accept Ho	Non - significant
7. The workplace is free from discrimination and harassment.	6.04	6	0.418	Accept Ho	Non - significant
8. The organization values diversity and inclusion.	10.1	8	0.255	Accept Ho	Non - significant
9. Employees' rights are protected and upheld.	9.51	6	0.147	Accept Ho	Non - significant
10. The organization demonstrates social responsibility and ethical practices.	10.7	8	0.221	Accept Ho	Non - significant

Civil Status and Workplace Management Perceptions: Table 7 shows that, data indicates that civil status, whether single or married, does not have a significant impact on perceptions of workplace management, as no chi-square tests revealed significant results. This suggests that views on respect, empowerment, communication, and work-life balance are consistent, regardless of marital status. Both married and single employees hold similar perspectives on management practices and policies.

Table 7. Civil Status and Employee Perceptions for Workplace Management.

CIVIL STATUS	Chi-Square Computed Value	df	p	Decision	Interpretation
The workplace fosters a culture of respect and dignity for all employees.	3.22	3	0.358	Accept Ho	Non - significant
There is an open and effective communication between management and employees.	1.11	3	0.774	Accept Ho	Non - significant
Employees are empowered to participate in decision-making processes.	6.36	4	0.174	Accept Ho	Non - significant
The workplace promotes work-life balance and employee well-being of employees.	3.80	4	0.434	Accept Ho	Non - significant
The organization provides opportunities for employees' growth and development.	2.61	4	0.626	Accept Ho	Non - significant
Performance evaluations are fair and transparent.	2.11	3	0.550	Accept Ho	Non - significant
The workplace is free from discrimination and harassment.	1.21	3	0.752	Accept Ho	Non - significant
The organization values diversity and inclusion.	2.44	4	0.656	Accept Ho	Non - significant
Employees' rights are protected and upheld.	2.21	3	0.530	Accept Ho	Non - significant
The organization demonstrates social responsibility and ethical practices.	3.58	4	0.466	Accept Ho	Non - significant

Educational Attainment and Workplace Management Perceptions: Educational attainment does not appear to significantly influence workplace perceptions, as the data reveals no notable differences in any of the measured factors. This suggests that employees, whether they hold high school diplomas, vocational training, or advanced degrees, tend to have similar opinions on management-related issues such as respect, communication, empowerment, and opportunities for growth.

Table 8. Educational Attainment and employee Perceptions for Workplace Management.

EDUCATIONAL ATTAINMENT	Chi-Square Computed Value	df	p	Decision	Interpretation
The workplace fosters a culture of respect and dignity for all employees.	6.22	12	0.904	Accept Ho	Non - significant
There is an open and effective communication between management and employees.	5.07	12	0.956	Accept Ho	Non - significant
Employees are empowered to participate in decision-making processes.	12.0	16	0.741	Accept Ho	Non - significant
The workplace promotes work-life balance and employee well-being of employees.	14.6	16	0.556	Accept Ho	Non - significant
The organization provides opportunities for employees' growth and development.	11.7	16	0.762	Accept Ho	Non - significant
Performance evaluations are fair and transparent.	15.2	12	0.231	Accept Ho	Non - significant
The workplace is free from discrimination and harassment.	9.99	12	0.617	Accept Ho	Non - significant
The organization values diversity and inclusion.	9.80	16	0.877	Accept Ho	Non - significant
Employees' rights are protected and upheld.	7.36	12	0.833	Accept Ho	Non - significant
The organization demonstrates social responsibility and ethical practices.	9.12	16	0.908	Accept Ho	Non - significant

Position and Workplace Management Perceptions: A significant relationship exists between an employee's position within the organization and their perceptions of diversity and inclusion ($p < 0.05$). This indicates that individuals in different roles may experience diversity initiatives differently. For example, managers and executives may view diversity and inclusion policies more positively than entry-level employees, who might perceive these initiatives as less accessible or impactful for their positions. Other factors, such as respect, empowerment, or work-life balance, did not show significant differences, implying that overall workplace perceptions remain fairly consistent across various roles.

Table 9. Position and employee Perceptions for Workplace Management.

POSITION	Chi-Square Computed Value	df	p	Decision	Interpretation
The workplace fosters a culture of respect and dignity for all employees.	3.03	9	0.963	Accept Ho	Non - significant
There is an open and effective communication between management and employees.	6.31	9	0.709	Accept Ho	Non - significant
Employees are empowered to participate in decision-making processes.	11.3	12	0.507	Accept Ho	Non - significant
The workplace promotes work-life balance and employee well-being of employees.	7.62	12	0.814	Accept Ho	Non - significant
The organization provides opportunities for employees' growth and development.	12.8	12	0.381	Accept Ho	Non - significant
Performance evaluations are fair and transparent.	5.40	9	0.798	Accept Ho	Non - significant
The workplace is free from discrimination and harassment.	7.44	9	0.591	Accept Ho	Non - significant
The organization values diversity and inclusion.	22.7	12	0.031	**Reject**	**Significant**
Employees' rights are protected and upheld.	7.70	9	0.564	Accept Ho	Non - significant
The organization demonstrates social responsibility and ethical practices.	10.6	12	0.562	Accept Ho	Non - significant

Length of Service and Workplace Management Perceptions: The analysis reveals that there are no notable differences in how employees perceive workplace management based on their length of service. Both newer and long-term employees share similar

opinions regarding respect, communication, empowerment, and other management practices. This uniformity suggests that tenure does not influence overall employee perceptions, indicating that the organization offers a consistent experience throughout different stages of employment.

Table 10. Length of Service and employee Perceptions for Workplace Management.

LENGTH OF SERVICE	Chi-Square Computed Value	df	p	Decision	Interpretation
The workplace fosters a culture of respect and dignity for all employees.	7.37	9	0.598	Accept Ho	Non - significant
There is an open and effective communication between management and employees.	9.40	9	0.401	Accept Ho	Non - significant
Employees are empowered to participate in decision-making processes.	12.7	12	0.390	Accept Ho	Non - significant
The workplace promotes work-life balance and employee well-being of employees.	6.85	12	0.868	Accept Ho	Non - significant
The organization provides opportunities for employees' growth and development.	7.48	12	0.824	Accept Ho	Non - significant
Performance evaluations are fair and transparent.	12.3	9	0.198	Accept Ho	Non - significant
The workplace is free from discrimination and harassment.	5.40	9	0.798	Accept Ho	Non - significant
The organization values diversity and inclusion.	12.0	12	0.445	Accept Ho	Non - significant
Employees' rights are protected and upheld.	6.49	9	0.690	Accept Ho	Non - significant
The organization demonstrates social responsibility and ethical practices.	13.0	12	0.369	Accept Ho	Non - significant

Monthly Income and Workplace Management Perceptions: Monthly income does not appear to significantly impact workplace perceptions across various factors, as no substantial differences were found in any of the assessed areas. Employees from different income levels express comparable views on respect, empowerment, fairness, and other management aspects. This suggests that perceptions of workplace quality remain unaffected by income variations within the organization.

Table 11. Monthly income and employee Perceptions for Workplace Management.

MONTHLY INCOME	Chi-Square Computed Value	df	p	Decision	Interpretation
The workplace fosters a culture of respect and dignity for all employees.	8.15	15	0.918	Accept Ho	Non - significant
There is an open and effective communication between management and employees.	15.8	15	0.393	Accept Ho	Non - significant
Employees are empowered to participate in decision-making processes.	17.5	20	0.622	Accept Ho	Non - significant
The workplace promotes work-life balance and employee well-being of employees.	16.0	20	0.718	Accept Ho	Non - significant
The organization provides opportunities for employees' growth and development.	14.8	20	0.788	Accept Ho	Non - significant
Performance evaluations are fair and transparent.	11.4	15	0.724	Accept Ho	Non - significant
The workplace is free from discrimination and harassment.	16.2	15	0.370	Accept Ho	Non - significant
The organization values diversity and inclusion.	19.1	20	0.517	Accept Ho	Non - significant
Employees' rights are protected and upheld.	21.2	15	0.130	Accept Ho	Non - significant
The organization demonstrates social responsibility and ethical practices.	15.6	20	0.740	Accept Ho	Non - significant

CONCLUSION

This study delved into the complexities of "decent work sustainability," a concept essential for achieving Sustainable Development Goal 8. It posited that ethical considerations are vital, advocating for a broader perspective on work that transcends mere economic factors. The research highlighted the critical importance of social justice and environmental sustainability in fostering a future where work upholds human dignity, equity, and ecological balance. A significant portion of this study focused on the philosophical underpinnings of decent work sustainability, referencing important texts in ethics, political philosophy, and economics. By examining

concepts such as human happiness, social equity, and the intrinsic value of work, the research illuminated the ethical dimensions crucial for sustaining decent work. The findings indicate a consistent trend across various demographic factors. Notably, no statistically significant correlations were identified between age, gender, civil status, educational attainment, or monthly income and employees' perceptions of key workplace elements. This suggests that these factors do not lead to substantial differences in how employees experience respect, open communication, empowerment, work-life balance, opportunities for growth, fairness, freedom from discrimination, diversity and inclusion, protection of rights, and the organization's social responsibility. This points to a positive aspect of the workplace examined, indicating a generally inclusive environment where these demographic factors do not seem to create disparities in employees' experiences. However, a significant finding emerged regarding the notable association between employee position and perceptions of diversity and inclusion. This suggests that individuals in different roles within the organization may experience or perceive diversity and inclusion in varied ways, an area that warrants further exploration and potential action to ensure equitable practices across all levels. These insights carry significant weight for policymakers, business leaders, and civil society. Policymakers are encouraged to create and implement regulations that foster fair labor practices, safeguard workers, and encourage environmental sustainability. Business leaders ought to prioritize ethical conduct, social responsibility, and the establishment of work environments that promote employee well-being and growth while minimizing environmental impact. By weaving these principles into their workplace practices, organizations can play a vital role in shaping a more sustainable and equitable future of work.

RECOMMENDATIONS
The findings of this study, especially the two hypotheses that were rejected, point to important areas where organizations should concentrate their efforts to improve the sustainability of decent work.

Empowering Employees Across Age Groups
Organizations should implement strategies tailored to different age groups to enhance employee empowerment in decision-making. This could involve establishing mentorship programs for younger employees, providing leadership training for those in mid-career stages, and offering senior employees opportunities to share their knowledge and contribute to strategic decisions. The notable link between age and empowerment indicates that different age groups may have varying experiences in decision-making participation. It is crucial for organizations to foster an inclusive environment where every employee, regardless of age, feels that their opinions are valued and acknowledged.

Fostering Diversity and Inclusion Across Positions
It is essential to create and execute diversity and inclusion initiatives that are specific to various positions within the organization. This might include specialized training programs, mentorship opportunities, and the formation of resource groups for employees in particular roles to exchange experiences and provide mutual support. The significant relationship between position and perceptions of diversity and inclusion highlights the necessity for customized interventions. Organizations should tackle the distinct challenges and opportunities that arise in promoting inclusivity at different levels and across various roles.

Promoting a Culture of Open Communication
Organizations should promote open and transparent communication between management and employees. This can be achieved through regular feedback mechanisms, town hall meetings, and employee surveys to collect input and address any concerns. Although this study did not find a significant link between demographic factors and perceptions of open communication, it remains vital to cultivate a culture of open dialogue to ensure that all employees feel heard and respected.

Ensuring Equitable Access to Growth Opportunities
It is essential to provide all employees with equal access to professional development opportunities, regardless of their age, gender, position, or other demographic factors. This can encompass training programs, mentorship initiatives, and clear pathways for career advancement. Although the study did not find significant links between these factors and growth opportunities, actively ensuring equitable access is vital for fostering a sense of fairness and supporting employee development.

Strengthening Ethical Leadership
Investing in leadership development programs that focus on ethical decision-making, social responsibility, and fostering an inclusive workplace culture is crucial. Leaders should exemplify ethical behavior and actively encourage diversity and inclusion within their teams. Ethical leadership is key to building a sustainable and equitable workplace. Leaders who prioritize ethical considerations and inclusivity can motivate and empower their teams to work towards a more just and sustainable future.

Continuous Monitoring and Evaluation
It is important to regularly assess and monitor the organization's progress in promoting decent work sustainability, particularly in the areas highlighted in this study. This data should be broken down by relevant demographic factors to track progress and pinpoint areas needing improvement. Ongoing monitoring and evaluation are critical for ensuring that initiatives are effective and aligned with the organization's values. A data-driven approach can help organizations identify blind spots and make informed decisions to enhance decent work sustainability.

By focusing on the areas identified by the rejected hypotheses and taking into account other important factors, these recommendations offer a thorough guide for organizations to improve sustainable decent work and help create a fairer and more equitable future of work.

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