

Stretch Goals and Unethical Behavior: Role of Ambivalent Identification and Competitive Psychological Climate: The Case of Real Estate Industry in Lipa, Batangas

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Abstract

Healthy, stress-free workplaces encourage employee innovation and creativity, which benefits the company. However, this creates difficulty as the dispositions and behaviors of employees are influenced by factors such as stretch goals. Employees tend to be under pressure, which causes them to act unethically and eventually affects the company's overall performance. This study investigates the effects of stretch goals on unethical behavior while considering the mediating effect of ambivalent identification and the moderating effect of competitive psychological climate, based on the conceptual framework proposed by Chen and Zhang (2021). The hypotheses of the study were tested using regression analysis and hierarchical multiple linear regression. Lastly, the study utilized PROCESS macro developed by Hayes in 2013. The study used a quantitative and descriptive causal design. Using purposive random sampling, the researcher surveyed 140 employees from real estate companies in Lipa City, Batangas. The researcher found that stretch goals have a significant effect on ambivalent identification. On the other hand, the effect of stretch goals on competitive psychological climate was not significant, suggesting that the effect of stretch goals on ambivalent identification does not depend on competitive psychological climate. Thereupon, the researcher recommends a program to help the real estate industry avoid such conflicts that arise due to the unethical behavior of its employees. The implementation of such measures would not only enhance intra-organizational collaboration and coordination but also foster a healthy working environment, thereby conferring a competitive edge on the company.

Keywords: Stretch Goals, Ambivalent Identification, Unethical Behavior, Competitive Psychological Climate, Real Estate Industry

1. Introduction

1.1. Background of the Study

A story of an employee who acted unethically makes headlines almost every day, whether an executive or a front-line worker, which proves that behaving unethically is part of human nature. Also, the Ethics and

Compliance Initiative's Global Business Ethics Survey (2021) showed that in 2020, 49 percent of U.S. employees will admit to doing something unethical that goes against their organization's ethics rules. This is up two percentage points from 2017. Consequently, by continuing to tolerate this kind of behavior, employees tend to do worse because they assume that it is enough to contribute to increasing the sales or performance of the company without considering how it was achieved. This will affect not only the company's stability and profitability but also co employees' mental and emotional well-being. It will promote an unhealthy working environment and increase employee turnover. With the new strategy that corporations are now implementing, known as stretch goals, which are defined as a highly ambitious objective that is established by individuals or groups, typically surpassing their present capabilities and resources (Miles, 2023), they will become more serious.

Stretch goals have shown positive impacts on several companies, leading to the achievement of much of what they expected (Stretch Goals - What They Are, How to Set Them, Examples, 2023). Some businesses also think that using the strategy known as stretch goals will increase staff productivity and inspire innovation, both of which will be advantageous to them in the long run. Nevertheless, several companies have illustrated that this approach only occasionally yields favorable outcomes. As a recent example, it has been stated that some businesses have engaged in illegal business tactics to meet the set stretch goals. Typically, it has resulted in the company's closure or bankruptcy, as with Wirecard, Luckin Coffee, Well Fargo, and numerous other companies (Luke, 2021). These problems demonstrate how important management is in establishing an excellent example of moral conduct to prevent scandals. These examples show that setting ambitious or stretch goals for the business does not necessarily result in a positive outcome. Instead, they may encourage unethical behavior among employees and undermine the idea of teamwork, which will eventually risk the organization's performance.

This is not only relatable, but it was also supported by the community assessment that was carried out in Lipa City by a researcher who works in the real estate industry. This demonstrates that some employees, particularly those in the sales department, could be influenced to behave unethically as a result of certain factors. According to what was found in the evaluation, if there is an excessive amount of competition or if there is a competitive psychological climate in the company, then it is possible that employees will feel anxious and pressured by their coworkers rather than being motivated to work hard. They typically go to any lengths necessary in order to be acknowledged and rewarded by the company. Similarly, by having stretch goals, employees are likely to exert effort to achieve the company's given objectives, even if they are not attainable given the company's current situation or the economy. However, employees get the idea to act in an unethical way because of these cases, which leads to unhealthy relationships and work environments

within the organization and improper behavior such as falsification of documents, misleading visuals or presentations, and stealing clients from other co-employees.

The study focused on gathering data on the real estate industry located in Lipa, Batangas, since, as stated in one of the articles by the Inquirer (2022) entitled "Breathing new growth streams in progressive Lipa City", the City of Lipa is part of the prospering CALABARZON Region, which has not only captured a large portion of the foreign investment pledges accepted in the final quarter of last year but has also documented the fastest regional economic growth at 8 percent in 2021, despite the pandemic.

This study examined or explored the rising incidence of employee suspension or termination resulting from unethical conduct, including but not limited to document falsification, cheating, and soliciting clients from colleagues. This study aimed to investigate feasible strategies to address these conflicts, with the ultimate goal of reducing the negative impact of heightened competition within the company. It would help promote unity and improve coordination within the organization, which is the significance of this study. The research endeavors to tackle Sustainable Development Goal 8, which advocates for the attainment of sustained, inclusive, and economically viable expansion, as well as full and productive employment, and decent work. It will encourage a healthy relationship within the organization so employees can work well and in peace. It will help the employees, improve the idea of working as a team, help the company reach its goals, and give it an edge over its competitors. This study suggested the implementation of a program or training that could avoid the conflicts mentioned above that could ruin the company's efficiencies and effectiveness, such as the Corporate Ethics Program, several ethics training for the workplace, and setting an appropriate goal for the company. It would help employees encourage themselves to act accordingly and ethically even in a challenging environment and still be motivated to perform well to achieve the organization's objectives. If this is practiced in all organizations, imagine the decent working environment it could bring to all employees. It would help them work well without distractions and improve productivity, eventually reflecting on the organization's performance.

1.2. Research Frameworks

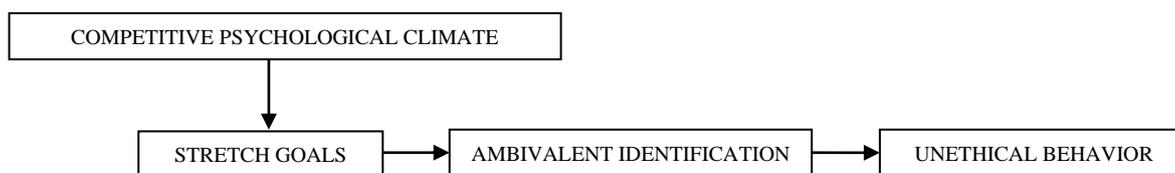


Figure 1. Conceptual Framework

Chen and Zhang (2021) published their findings in a study titled "Stretch goals and unethical behavior: The role of ambivalent identification and competitive psychological climate." 350 Northwestern Chinese MBA students were surveyed using a five-point Likert scale.

Figure 1 shows the framework Chen and Zhang (2021) used to determine the effect of stretch goals on unethical behavior, along with the mediation effect of ambivalent identification and the moderating effect of a competitive psychological climate. Due to ambivalent identification, the study discovered that stretch goals might result in unethical conduct among employees. Furthermore, ambivalent identification magnified the indirect effect of stretch goals on unethical behavior. Chen and Zhang have proposed that organizations may prioritize ethical standards and promote the adoption of ethical methods to attain stretch goals.

In addition, the establishment of an ethical workplace culture may prove advantageous in mitigating instances of unethical conduct among employees. Human resource managers may also seek individuals who possess strong moral identities. The authors proposed that entities should prioritize the determinants that give rise to ambivalent identification and refrain from cultivating a competitive psychological climate, as this worsens the adverse consequences of stretch goals.

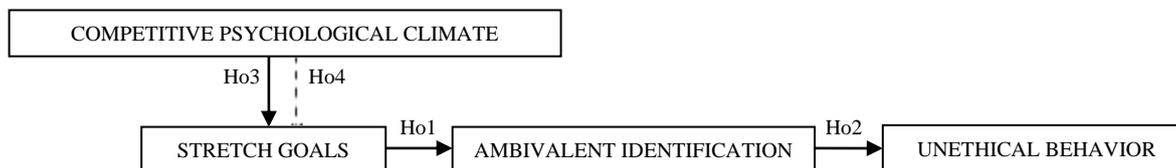


Figure 2. Operational Framework

Correspondingly, this study uses the same framework that Chen and Zhang (2021) employed in their study, shown in Figure 2. The researcher also surveys employees as its primary source of data. It focuses on getting information from employees working in the real estate companies in CALABARZON, particularly in Lipa, Batangas, to gather better information in one industry. The study focuses on gathering data in Lipa City since, as mentioned, it is a developing city in the CALABARZON Region and several real estate developers and foreign investors are investing there. It will help to develop a better program or innovative system that could help improve a specific industry. The research study framework indicates stretch goals as the independent variable, unethical behavior as the dependent variable, ambivalent identification as the mediating effect, and a competitive psychological climate as the moderating effect. Through this, the study is able to find out if stretch goals are recommended to increase the company's organizational performance or if they trigger unethical behavior in employees that causes conflicts and challenges in the whole operation.

1.3. Objectives of the Study

The researcher has the following objectives, as stated below:

1. to determine if stretch goals have a positive effect on employees' ambivalent identification;
2. to investigate if employees' ambivalent identification mediates the effect between stretch goals and employees' unethical behavior;
3. to know if a competitive psychological climate moderates the effects of stretch goals and ambivalent identification;
4. to identify if a competitive psychological climate moderates the indirect effect of stretch goals and unethical behavior through ambivalent identification; and
5. to find the CAPSTONE project in the real estate business in Lipa, Batangas, that could be recommended.

1.4. Hypotheses

The researcher aims to determine the effect of stretch goals on unethical behavior, the mediating effect of ambivalent identification, and the moderating effect of competitive psychological climate. Hence, the following null hypotheses are tested:

H₀₁: Stretch goals do not have an effect on employees' ambivalent identification.

H₀₂: Employees' ambivalent identification does not mediate the effect between stretch goals and employees' unethical behavior in the company.

H₀₃: The competitive psychological climate does not moderate the effects of stretch goals and ambivalent identification.

H₀₄: A competitive psychological climate does not moderate the indirect effect of stretch goals on unethical behavior through ambivalent identification.

2. Materials and Methods

2.1. Research Design

Anchored with the research objectives, the study used a quantitative and causal research design to determine if the independent variable (stretch goals) had a significant influence on the dependent variable (unethical behavior), along with its mediating effect of ambivalent identification and moderating effect of competitive psychological climate.

2.2. Locale of the Study

This study focused on real estate agents who are affiliated with realty firms located in the City of Lipa, with a specific emphasis on those who hold roles that entail the marketing and sale of real estate properties.

2.3. Respondents of the Study

A total of 140 realtors were chosen as respondents for the quantitative research. The selection process was based on specific criteria. The sample size was determined using the statistical tool G*Power with the input parameters (medium effect size, 95% power, 5% alpha, 3 predictors, minimum sample size of 119). The duration of employment and licensure status of the employees in question would not have any impact on the outcome.

2.4. Sampling Design

Purposive random sampling was used to survey realtors who are affiliated with real estate firms located in the City of Lipa.

2.5. Research Tools and Instruments

The data were collected using a self-administered questionnaire used in the study by Chen and Zhang (2021) (Appendix B). Agents, brokers, property investment consultants, and others in similar roles were given physical copies of the questionnaire on their sites or wherever they were currently deployed. This study used the same questionnaire Chen and Zhang used, as shown in Appendix B, which was constructed by getting related questions from different studies, as shown in Table 2. All scale items (Appendix A) used a five-point Likert scale (1 = never; 5 = always).

The section is comprised of 25 different constructs that have been categorized according to the survey instrument and variables that have been referenced and accepted. Table 1 presents the interpretation of mean results used for the discussion of descriptive statistics.

Table 1. Mean Result Interpretation

Mean Result Interpretation	
Very Low	1.00 to 1.49
Low	1.50 to 2.49
Moderate	2.50 to 3.49
High	3.50 to 4.49
Very High	4.59 to 5.00

Prior to conducting data collection for the actual study's assessment of research hypotheses, a pilot test of the instrument with approximately 24 respondents was conducted from March 7 to 11, 2022, to ensure the validity of the measurement items. The Cronbach Alpha reliability test was utilized to compute the reliability of each variable's measurement elements. As shown in Table 2, the reliability and validity of constructs for measurement variables, all factors were analyzed to be over 0.6, which is the general acceptance criterion according to Daud et al. (2018) in terms of reliability.

Table 2. Reliability and Validity of Constructs for Measurement Variables

Variables	Cronbach	Interpretation
Stretch Goals	0.750	moderate and acceptable
Ambivalent Identification	0.783	moderate and acceptable
Competitive Psychological Climate	0.622	moderate and acceptable
Unethical Behavior	0.851	Very Good

The data gathering for the actual research was performed from April 8 to May 2, 2023. It was challenging, especially during weekdays and holidays, when the number of deployed respondents onsite is very limited. However, with information regarding the schedule of open house events, launches, or meetings of different real estate developers located in Lipa, City Batangas, the researcher acquired adequate data for the study.

2.6. Data Analysis and Interpretation

The hypotheses of the study were tested using regression analysis to determine if presence of stretch goals has an impact on the phenomenon of ambivalent identification. Hierarchical multiple linear regression was used to know if the effect of stretch goals on the unethical behavior and competitive psychological climate is moderated by ambivalent identification and also to know if competitive psychological climate moderates the effect of stretch goals on ambivalent identification. Lastly, Hayes (2013) conditional process modeling using the PROCESS macro to investigate whether the competitive psychological climate moderates the indirect effect of stretch goals on unethical behavior through ambivalent identification was done.

2.7. Ethical Considerations

This research project was reviewed and approved by the Office of Research and Publication to ensure the welfare of its locale and respondents. The researcher also asked for the respondent's approval to be surveyed before handling the questionnaire or giving the link to the google form. Aside from this, a cover letter and

disclaimer addressed to the respondents at the beginning of the survey were written to let them know the purpose and benefits of the study and assure them that all the data gathered from them will be viewed as confidential and for research purposes only. All personal information, such as the respondents' names, addresses, and others, is optional and will not be exposed.

3. Results and Discussion

This section presents an analysis, interpretation, and discussion of data obtained from a self-administered survey that was participated in by a sufficient number of realtors from Lipa City, Batangas.

3.1. Descriptive Statistics

Descriptive statistics, including composite means and standard deviations as seen in Table 3, provides basic insights into the measurement variables for realtors employed in Lipa, Batangas. Although the discussion could not predict a significant effect or the respective variables' significant contributions per se, the discussion is deemed to provide a prelude to the intensities or power of each variable to contribute to the testing of effects. The respondents generally perceive stretch goals, ambivalent identification, and unethical behavior as low, while the competitive psychological climate is moderate.

The implementation of stretch goals in the real estate industry in Lipa, Batangas, is found to have a mean score of 2.42 and a standard deviation of 0.915. The findings indicate that the degree of recognition among real estate agents in Lipa regarding the implementation of stretch goals by their respective management is relatively low. Correspondently, the mean score of 1.5845, which denotes a low level of mean interpretation, thus indicates that the incidence of unethical behavior among employees in Lipa, Batangas, real estate sector is also noticeably low. The study by Zhu et al. (2021), which claimed that unethical behavior is becoming more common in today's workplaces as a result of supervisors accepting such behavior and employees occasionally being able to commit unethical activities without fear of repercussions, did not support this conclusion. It is also contradicted by Feldman (2019), who stated in his research that behavioral ethics studies show that this kind of wrongdoing continues to arise not because people are unethical or choose to act unethically but rather because they do not realize that their actions are wrong and can hurt others.

Table 3. Composite Means and Standard Deviations of Measurement Variables

Variables	Mean	Verbal Interpretation	Standard Deviation
Stretch Goals	2.42	Low	0.915
Ambivalent Identification	1.9516	Low	.82587
Competitive Psychological Climate	3.0107	Moderate	.92082
Unethical Behavior	1.5845	Low	.66662

1. To determine if stretch goals have a positive effect on employees' ambivalent identification.

Table 4 presents information on stretch goals as predictor variable of ambivalent identification. The R² of 0.337 indicates 33.7 percent of variance in ambivalent identification.

Table 4. Stretch Goals on Ambivalent Identification

	B Coefficients	p-value	ed Beta	Interpretation
Constant	0.681	0.000		
Stretch Goals	0.524	0.000	0.581	Significant
R ² = 0.337		F-value = 70.193		P-value = .000

Dependent Variable: Ambivalent Identification

Table 4 shows that stretch goals have an effect on ambivalent identification. A 1-unit increase in stretch goals results in a 0.524 increase in ambivalent identification, and it is statistically significant at p-value < 0.05. This result proposes that stretch goals cause ambivalent identification in employees, which is supported by some arguments, such as the study of Cunha et al. (2017), who stated that stretch goals might trigger feelings about their work and encourage them to think and act differently to come up with new and beneficial ideas. According to Chen et al. (2021), there was a significant likelihood of failure and elevated psychological stress associated with this outcome, in which both quantitative and qualitative investigations of the phenomenon, as well as research on identity work, have provided compelling evidence of the stressful reactions that can result from ambivalent identification (e.g., Eury, Kreiner, Trevino, & Gioia, 2018; Gregori, Holzmann, & Wdowiak, 2021; Petriglieri, 2015; Pratt, 2000b).

2. To investigate if employees' ambivalent identification mediates the effect between stretch goals and employees' unethical behavior.

Table 5 shows the mediating effect of ambivalent identification was studied by examining both the direct

and indirect effects of stretch goals on unethical behavior with the effects of a mediating variable. Stretch goals was found to have a direct ($\alpha=0.139$) effect on unethical behavior while the mediating variable ambivalent identification has an indirect effect of 0.217 resulting in a total effect of $\alpha=0.356$. The indirect effect is significant at $p\text{-value} < 0.05$. Thus, the results revealed that ambivalent identification partially mediates the relationship between stretch goals and unethical behavior. Additionally, the percent of mediation is 60.92. This finding was also supported by the study of Cunha et al. (2017), where they stated that the concept of stretch goals has an element of paradox that could lead managers to have the opportunity to develop both positive and negative attitudes regarding the tension it may cause. Consequently, those attitudes can lead to negative employee engagement in the form of unethical behavior, which ultimately moves against one's organization (Rothman et al. 2017). They usually behave unethically since they have mixed emotions or are confused (Ambivalent Identification). Addedly, according to the study of Zhang (2018), ambivalent identification might have led to stress and avoidance, including absenteeism or quitting, and an employee having this kind of identification is significantly associated with greater levels of organizational cynicism (Mignonac et al., 2018).

Table 5. Mediating Effect of Ambivalent Identification on the Effect between Stretch Goals and Unethical Behavior

	Unstandardized B Coefficients	p-value	Interpretation	R square	Indirect Effect	Percent Mediation
Constant	0.721	0.000				
Stretch Goals	0.356	0.000	Significant	0.239		
Constant	0.439	0.001			0.217	60.92
Stretch Goals	0.139	0.019	Significant			Partial Mediation
Ambivalent Identification	0.414	0.000	Significant	0.414		
R ² change=0.174	Sig F change = 0.000	F-value =48.308		P-value =0.000		

- To know if a competitive psychological climate moderates the effects of stretch goals and ambivalent identification.

Table 6 presents the moderating effects of the competitive psychological climate on the relationship between stretch goals and ambivalent identification. A 1-unit increase in stretch goals results in a 0.524 increase in ambivalent identification, and it is statistically significant at $p\text{-value} < 0.05$. Additionally, a 1-unit increase in competitive psychological climate results in a 0.076 increase in ambivalent identification, which is

not statistically significant at $p\text{-value} > 0.05$. The interaction between stretch goals and competitive psychological climate is also not significant ($B=0.17, p > .05$) suggesting that the effect of stretch goals on ambivalent identification does not depend on competitive psychological climate.

However, this finding contradicts the assertion made by Chen et al. (2021) and suggests that the ambivalent identifications of employees, which are induced by stretch goals, are likely to be heightened when they recognize a highly competitive psychological climate. Since the higher the rewards or the more competitive the environment is, the more stress and pressure it will give to employees, which will trigger their ambivalent identification to achieve the given stretch goals. Due to their attraction to immediate financial rewards without fully understanding the potential long-term costs to the organization, employees are frequently under the influence of it (Fleischman et al., 2019; Kuvaas et al., 2017). According to existing research by Santos et al. (2023), many organizations are still implementing a competitive psychological climate to motivate employees to work hard, especially if the management is practicing stretch goals. In turn, this can lead to better success and achievement for the company, which contradicts the findings of Nerstad et al. (2018), since according to them, work effort suffers less than work quality because not all employees who work hard produce high-quality work especially without coworkers, developmental feedback, or self-referenced progress information.

Table 6. Moderating Effect of Competitive Psychological Climate on the Effect between Stretch Goals and Unethical Behavior

	Unstandardized B Coefficients	p-value	Interpretation	R square
Constant	0.359	0.131		
Stretch Goals	0.515	0.000	Significant	
Competitive Psychological Climate	0.115	0.066	Not Significant	0.353
Constant	0.486	0.396		
Stretch Goals	0.460	0.049	Significant	
Competitive Psychological Climate	0.076	0.659	Not Significant	
Psychological Climate SGxPC	0.17	0.807	Not Significant	0.354

R^2 change=0.000 Sig F change = 0.807 F-value =24.804 P-value =0.000

Dependent Variable: Ambivalent Identification

4. To identify if a competitive psychological climate moderates the indirect effect of stretch goals and unethical behavior through ambivalent identification.

To further explore the relationship between stretch goals and unethical behavior, the researcher used conditional process modeling to test for moderated mediation as outlined by Hayes (2013) using the PROCESS macro. Specifically, the researcher tests to see whether a competitive psychological climate moderated the relationships among stretch goals, ambivalent identification, and unethical behavior. Results in Table 10 reveal that the indirect effect of stretch goals on unethical behavior through ambivalent identification is not moderated by competitive psychological climate, as the index of moderated mediation (index=0.0074, 95% CI= [- 0.0916/0.794] is not significant since the 95% CI does include zero.

As with the previous result (Tables 6 and 7), the effect of stretch goals on ambivalent identification does not depend on the competitive psychological climate. Similar with the study of Brown and Leigh (1996, "A New Look at Psychological Climate and Its Relationship to Job Involvement, Effort, and Performance"), Han et al. (2020, "Knowledge hiding as the dark side of competitive psychological climate"), and Spurk et al. (2021, "Competition in career tournaments: Stretch Goals: Definition, Benefits, Tips and Examples"), and according to them, a review of the relevant literature reveals contradictory results regarding the effect between a competitive psychological climate and employee behaviors and outcomes, and at the same time, competitive psychological climate research remains scarce.

Table 7. Moderated Mediation Effect of Competitive Psychological Climate on the Effect between Stretch Goals and Unethical Behavior

Indirect Relationship	Direct Effect	Indirect Effect (SE)	Confidence Intervals Low / High	T values	Remarks
Probing Moderated Indirect Relationship	Effect	SE	Confidence Intervals Low / High	T statistics	Remarks
Low level of competitive psychological climate	0.204	0.067	0.096 / 0.356	3.03	
High level of competitive psychological climate	0.218	0.574	0.118 / 0.340	0.38	
Index of moderated mediation	0.007	0.044	-0.092 / 0.079	0.168	Not Significant

3.2. Conclusion and Recommendations

Taking into consideration the primary purpose of this investigation, specific objectives had been established to act as the foundation for testing the null hypotheses that were stated and for drawing conclusions based on the findings of the investigation. As a result, the first objective to be determined was whether or not stretch goals have a positive effect on the ambivalent identification of employees. The findings showed that stretch goals had significant influences on the ambivalent identification of realtors, which led to the conclusion that Ho1 ought not to be accepted.

Furthermore, the second objective of the study was to ascertain whether the ambivalent identification of employees serves as a mediator in the relationship between stretch goals and unethical behavior exhibited by employees. The results revealed that ambivalent identification partially mediates the relationship between stretch goals and unethical behavior; therefore, the study does not support Ho2.

The third and final objective of the study was to determine if a competitive psychological climate moderates the effects of stretch goals and ambivalent identification and if it could moderate the indirect effects of stretch goals and unethical behavior through ambivalent identification. The findings demonstrated that the competitive psychological climate has no bearing on the effect of stretch goals on ambivalent identification and that the competitive psychological climate does not moderate the indirect effect of stretch goals on unethical behavior through ambivalent identification. Therefore, Ho3 and Ho4 were deemed acceptable. This demonstrated that there is a lack of evidence indicating that having a competitive psychological climate in an organization does not moderate the effect and indirect effects of the variables in question. The results indicated that the stated hypotheses, specifically Ho3 and Ho4, are supported, as there is no observed dependence or influence from other variables.

The results of the study concluded that the unethical behavior of realtors in Lipa, Batangas, was significantly influenced by stretch goals and ambivalent identification but not by a competitive psychological climate. Thus, the adoption of an ethics and compliance initiative within the department was suggested, with the objective of guaranteeing that all sales personnel possess a comprehensive understanding of the organization's policies and regulations. The program will provide instruction on appropriate workplace decorum.

Additionally, it suggested that the real estate sector refrain from introducing stretch goals that may lead to an increase in employees' ambivalent identification and unethical behavior. This may be possible through the implementation of a sales dashboard system in light of the findings that stretch goals may prompt employees to engage in unethical behavior. As such, the study aimed to prioritize addressing this issue. The research

suggested that the utilization of sales dashboard software can aid in the prediction of an optimal target to attain, commonly referred to as a "SMART goal". The SMART goal framework is comprised of five key components: Specificity, Measurability, Attainability, Realism, and Timeliness. The act of focusing efforts aids the company in enhancing its likelihood of attaining its objective. This approach can assist in preventing the establishment of stretch goals that may elicit heightened emotional responses from employees, induce ambivalent identification, and result in unethical behavior. Furthermore, the objective of the research was to be in line with the 17 Sustainable Development Goals (SDGs) outlined by the United Nations in the 2030 Agenda for Sustainable Development, with a particular emphasis on the path towards sustainability and the sharing economy. In accordance with this, a number of suggestions were devised for individuals or groups with a vested interest in promoting the SDGs, particularly with regard to Goal 8, which pertains to the attainment of decent work and economic growth.

3.3. Limitations of the Study

The study proposed that further investigation is warranted to assess the adaptability of the framework used in this study to other industries. Various industries adopt diverse strategies and incentives to identify the formation of unethical behavior of employees due to the existence of stretch goals, ambivalent identification, and a competitive psychological climate. Moreover, it is suggested to carry out research in a more extensive geographical area, such as Manila or Makati, where condominiums are all over. As a result, there is a higher likelihood of obtaining responses from experienced real estate agents in these areas, as they were among the first to establish condominiums prior to the City of Lipa.

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