Behavior Affecting the Performance of the Maintenance, Repair and Overhaul (MRO) Organization: A Case Study

Sherwin Ian D. Pabustan[1], Mark Anthony M. Muldong[1], Dexter T. Yusi[1], Edhel P. Talplacido[1], Joanna May B. Zuñiga[1], Joefil C. Jocson[2]

[1]*Student, Graduate School, Nueva Ecija University of Science and Technology, Nueva Ecija, Philippines.*

[2]*Civil Engineer, Subject Adviser, Department of Engineering Management, Graduate School, Nueva Ecija University of Science and Technology, Nueva Ecija, Philippines.*

Corresponding Author: engineeryan01@gmail.com

Abstract: - Employee behavior in an organization has been observed to be affecting the performance status of different companies. Being known as organizational behavior, it is a collaborative study that assesses the way people or employees acts as individual and as a group. The researchers tend to dig deeper into this concept focusing on the maintenance, repair, and overhaul (MRO) organizations, specifically in Clark, Pampanga. A descriptive research method has been utilized to identify the different organizational culture behaviors that influence the establishment and performance of individuals within an organization, their effectiveness, and efficiency in one's employment and contribution to the group or firm to which they belong. This case study aims to identify how employee behavior affects the performance of MRO organizations. It also targets the determination of the primary factor that affects employees' behavior in the focused organization. Lastly, as part of the objective, it also wants to know the best way to boost staff morale in an MRO organization. The researchers are confident that the study will significantly benefit the MRO and other Aviation Organizations, other companies or fields of businesses, the employers, employees, and the development of future researches. The data of this study was obtained by surveying random employees of different MRO organizations inside Clark, Pampanga. It was created using relevant questions modified from related research and individual questions formed by the researchers. The main parts are subdivided into different questions related to the participant's perception regarding their behavior that affects their performance in the workplace. Then, the researchers analyzed the data collected from the respondents to obtain usable and valuable information. At the end of this paper, a conclusion was drawn based on the gathered and tabulated data, which led to several recommendations from the researchers that would surely be helpful to the primary beneficiaries.

Key Words: — *Human Behavior, Organization, MRO, Aviation, Maintenance.*

I. INTRODUCTION

Organizational behavior is the systematic study and careful application of knowledge about how people—as individuals and as groups—act within organizations. It strives to identify ways in which people can act more effectively. Organizational behavior is a scientific discipline in which a large number of

Research studies and conceptual developments are constantly adding to its knowledge base. It is also an applied science, in that information about effective practices in one organization is being extended to many others [1].

Organizational behavior provides a useful set of tools at many levels of analysis. For example, it helps managers look at the behavior of individuals within an organization. It also aids their understanding of the complexities involved in interpersonal relations, when two people (two co-workers or a superior–subordinate pair) interact. At the next level, organizational behavior is valuable for examining the dynamics of relationships within small groups, both formal teams and

SHERWIN IAN D. PABUSTAN., et.al: BEHAVIOR AFFECTING THE PERFORMANCE OF THE MAINTENANCE, REPAIR AND OVERHAUL (MRO) ORGANIZATION: A CASE STUDY

1

informal groups. When two or more groups need to coordinate their efforts, such as engineering and sales, managers become interested in the intergroup relations that emerge. Finally, organizations can also be viewed, and managed, as whole systems that have interorganizational relationships (e.g., mergers and joint ventures) [1].

The field of Organizational Behavior deals with the interaction, communication and behavior patterns of the individuals with each other and the groups they belong to, how and why these behaviors are displayed and what kind of relationship they have with the organizational structure (Koçel, 1999: 357). Just as the organization and its environment are constantly changing and developing with the globalizing world, the interests, needs and expectations of the people that form it are changing and increasing in the same direction [2].

Positive organizational behavior, which focuses on what is right and what should be and how these behaviors and virtues can be developed rather than what is wrong in the individual, is a trend that is accepted as the reflection of positive psychology on the organizational climate (Güler, 2009: 122).

The aim is to increase the contribution to the success of the organization by ensuring to benefit from the positive psychological capitals such as optimism, hope, self-efficacy and creativity at the highest level. The difference in this trend from classical organizational behavior is that it focuses on the improvable and manageable features of the employees (Luthans et al., 2008: 220) [2].

Innovative work behavior has been termed to be a dynamic and multifaceted phenomenon that also covers creativity. It comprises four interrelated attributes, that is, acknowledgment of the issue, concept creation, promotion, and recognition (Khan et al., 2012). All these features are used for creativity-oriented tasks and implementation-oriented behaviors that involve the projection of new ideas.

To get a competitive edge in the current market, it is imperative to be competitive and innovative (Khan et al., 2012). Now, the organizations compel their managers to innovate their techniques and approaches in products as well as in behaviors, to achieve fruitful outcomes. [3]

II. LITERATURE REVIEW

Beliefs refer to ideas that individuals accept as true without verification (Murphy & Mason, 2006). Behavioral beliefs are related to the perceived value of performing an action (Zhuang, King, & Carnes, 2015). In an organizational context, beliefs are defined as conceptions that people possess regarding work, organizations, and society (Heery & Noon, 2001). Beliefs change during interactions with others and the environment, and as a consequence of an individual's thoughts (Chainbi, Ben-Hamadou, & Jmaiel, 2001). Beliefs are crucial for people because they contribute to defining the world (Bueno, Rodriguez Anton, & Salmador, 2008), where they affect attitudes and intentions (Fishbein & Ajzen, 1975), and guide Behavior (Ajzen, 2002). If workers believe that knowledge sharing will prevent them from standing out from their colleagues, then they will not make any effort to perform this Behavior (Huber, 1991). In addition, Wasko and Faraj (2005) indicated that individuals will share knowledge if they believe that doing so will enhance their reputation. Few studies have investigated the effects of beliefs on the knowledge sharing process (Weinberg, 2015). Indeed, Zhang and Ng (2012) recommended that future studies should consider the effects of beliefs on the intention and behavior of knowledge sharing, which was also suggested by Stenius, Hankonen, Haukkala, and Ravaja (2015) [4].

There is considerable evidence that behaviour can be effectively modified through behaviour change interventions (Albarracin et al., 2005; Hobbs et al., 2013). However, evidence for the sustainability of behaviour change in response to interventions is limited (Avenell et al., 2004; Carpenter et al., 2013; Dombrowski, Knittle, Avenell, Araújo-Soares, & Sniehotta, 2014; Fjeldsoe, Neuhaus, Winkler, & Eakin, 2011). This is partly because few studies evaluate long-term effects and partly because intervention effects diminish over time (Curioni & Lourenco, 2005; Dombrowski, Avenell, & Sniehotta, 2010). Relapse rates are high for individuals who join weight loss programmes (Tsai & Wadden, 2005); initiate smoking cessation attempts (Carpenter et al., 2013; Hughes, Keely, & Naud, 2004); try to reduce alcohol consumption (Moos & Moos, 2006) or make attempts to stop sexual risk behaviours (Kelly, Stlawrence, & Brasfield, 1991). Theory of behaviour change maintenance can provide guidance on the development and evaluation of interventions promoting sustained change in health behaviours. Current evidence about the effectiveness of theory-based interventions to change

SHERWIN IAN D. PABUSTAN., et.al: BEHAVIOR AFFECTING THE PERFORMANCE OF THE MAINTENANCE, REPAIR AND OVERHAUL (MRO) ORGANIZATION: A CASE STUDY

2

health-related behaviours is inconsistent (Gourlan et al., 2015; Prestwich et al., 2014) which may, in part, be due to the lack of theoretical elaboration on the process of maintenance after initial change [5].

One of the important concepts of social learning theory, which is closely related to positive organizational behavior, is self-efficiency. Self-efficiency describes a person's belief in the power to perform a task (Robbins & Judge, 2012). Self-efficiency is the feeling of self-efficiency and competence, unlike self-respect which means self-esteem (Myers, 2017). Self-efficiency is people's beliefs, judgments and thoughts about their own capacity to do a job well, to solve a problem, to acquire a skill. It can be given an example such as a math teacher believing that he can teach algebra successfully to his students. Therefore, individuals who have strong beliefs about their own abilities are more successful and more persistent in their efforts (Hoy & Miskel, 2012). Naturally, people with high self-efficiency are not afraid to try new things (Senemoğlu, 1997). Individuals with high self-efficiency can cope with complex events, overcome problems, be more patient and become more successful (Korkmaz, 2006). For this reason, it is necessary to organize activities to improve the self-efficiency of people from childhood and to provide training in this context [6].

It is possible to mention many factors in the engagement of workers to their jobs. There are numerous and a variety of factors affecting individuals' behaviors in the working environment. These factors can be classified into organizational, individual, environmental, and work-related. Work engagement behavior is affected by many factors such as organizational culture, institutional communication, Management upon trust and respect, leadership, and prestige of the organization (Lockword, N.R., SPHR, GPHR, M.A, 2007). Workers' continuing to work in the institution and their willingness to compete determine their work engagement levels. The importance of work engagement is that there are positive results for the organization (which is the power behind work engagement). Studies conducted on work engagement shows that having a high level of work engagement leads to high level of organizational responsibility, increased job satisfaction, less absenteeism and lower workload ratios, improved health and well-being, a display of more responsible behaviors, high performance, high demands in personal attempts, behaviors that take preventive actions, and motivation in learning (Schaufeli & Salanova, 2007). Having engaged

workers can be the key to competition (Macey & Schneider, 2008) and organizational success (Lockwood, 2007) [7].

Perceived organizational support has an important role both for the institution and for workers. Perceived organizational support enables workers to feel safe and feel that the power of the organization they work for behind them (Özdevecioğlu, 2003), makes workers that feel the support of their organization right beside them all the time become more attached to their jobs in that safe working environment and gives them the idea not to leave their working places (Akkoç et al., 2012), ensures workers to have tendency to show behaviors that theoretically provide benefits to the organization (Eisenberger, Huntington, Hutchison, & Sowa, 1986), makes organizational citizenship behaviors stronger and decrease behaviors of tardiness (Vandenberghe et al., 2007; as cited in Robbins & Judge, 2012), leads to less absenteeism by workers and more conscious about the tasks related to their jobs when compared to workers who have lower levels of perception of organizational support (Eisenberger et. al, 1986) [7].

Recent studies suggest that there is a positive relationship between perceived organizational support and organizational citizenship behaviors (Chiang & Hsieh, 2011), that perceived organizational support is related to normative and emotional connection (Boezeman & Ellemers, 2007), and that organizational support is effective on emotional burnout resulting from role conflicts (Jawahar et al., 2007) (Tokgöz, 2011) [7].

III. METHOD AND PROCEDURES

2.1 Research Design

The researchers used a quantitative design to acquire information regarding how the behavior affects the operation in Maintenance, Repair, and Overhaul (MRO) organization. In general, quantitative design is based on the scientific method. Thus, the researchers used deductive reasoning, forming the study's objective, collecting data to solve the problem, and then using the data for analysis. Afterwards, conclusions were made by the researchers to complete the study.

The researchers used the Descriptive Method type of quantitative design. The data were collected between the first and third week of October 2021. The research project was designed to minimize potential standard method bias caused by collecting data from a single source. Specifically, responses

SHERWIN IAN D. PABUSTAN., et.al: BEHAVIOR AFFECTING THE PERFORMANCE OF THE MAINTENANCE, REPAIR AND OVERHAUL (MRO) ORGANIZATION: A CASE STUDY

3

were collected from Singapore Airlines Engineering (Philippines) Corporation, Dornier Technology Incorporated employees, and other MRO facilities in Clark, Pampanga.

The data were collected electronically by sending google forms to the respondents, which contain the instructions for the survey and the needed information for the researchers. The respondents need to have an email account to participate in the research survey to access the form. The researchers used this to ensure the confidentiality and integrity of the survey collection process. In addition, it was already stated to the respondents that their responses would remain confidential and purely for research purposes only.

2.2 Locale of the Study

The study was conducted in different Maintenance, Repair and Overhaul facilities located in Clark, Pampanga, Philippines. Employees in SIA Engineering (Philippines) Corporation (SIAEP), Dornier Technology Incorporated, and other maintenance, repair, and overhaul facilities are the study participants. These organizations offer business aviation services with their established state-of-the-art aeroplane maintenance, repair, and overhaul (MRO) facilities.

2.3 Sample and Sampling Procedure

The researchers utilized a non-probability sampling technique to extrapolate their findings from the sample to the larger population. The researchers utilized non-probability sampling because it is a sampling strategy that involves the non-random selection of a sample of respondents from a larger group.

Additionally, this type of research will provide the researchers with an initial understanding of the target group they attempt to reach. The researchers will use a range of sample strategies, including convenience sampling, to gather their data for this study. Individuals who are more conveniently accessible are included in the convenience sample. When it came to this, samples were taken from readily available respondents.

2.4 Respondents of the Study

The researchers conducted a survey with Singapore Airlines Engineering (Philippines Corporation), Dornier Technology Incorporated employees, and other maintenance, repair, and overhaul facilities in Clark, Pampanga. Additionally, the employee has been employed by the organization for an extended period, indicating an extensive

understanding of the issue. Furthermore, all of the employees are from Clark, Pampanga, showing a wide diversity of cultural and behavioral backgrounds.

2.5 Research Instruments

A questionnaire was used in gathering the data. The questionnaire is a Likert scale question type of survey. The questionnaires were given electronically via google forms which the respondents can access using their emails, and it consists of four parts. The first part is the demographic and personal information of the respondents. The second part consists of the main challenges in organizational behavior. The third part consists of the factors on how human behavior factors affecting the performance of MRO organizations. And the last part is the recommendation and comments of the respondents.

The research instrument was validated by Ms. Keiza Grace S. Guzman, a Registered Psychometrician, to validate the survey questions employed in the questionnaire, thus helping the researchers guarantee that they ask questions that genuinely assess the problems of concern. See appendices.

2.6 Data Gathering Procedure

The researchers have allotted vigorous time, effort, and cooperation to develop their questionnaire to serve its intended respondents. The survey was created using relevant questions modified from related research and individual questions formed by the researchers. The survey comprised four (4) main parts subdivided into different questions related to the participant's perception regarding their behavior that affects their performance in the workplace. The Likert scale was used to determine if the respondent agreed or disagreed in a statement in the questionnaire. The questionnaire was then distributed to participants via messenger, WhatsApp, and email. The researchers inform respondents of the critical nature of their response to the study and clarify certain words to complete the questionnaire fully aware of their responsibilities as the study's subject. The researchers also urged responders to be very honest in their responses. Participants were given enough time to respond; the researcher suggested answering the questionnaire during their free time at work. The researcher gathered, summarized, analyzed, and evaluated the data for interpretation according to the frequency of items checked by the participants. After collecting and evaluating all the data, researchers generate results, conclusions, and suggestions.

SHERWIN IAN D. PABUSTAN., et.al: BEHAVIOR AFFECTING THE PERFORMANCE OF THE MAINTENANCE, REPAIR AND OVERHAUL (MRO) ORGANIZATION: A CASE STUDY

4

2.7 Data Analysis Technique

The researchers analyzed the data collected from the respondents to obtain usable and valuable information. The researchers organized and separated all of the questionnaires so that they could be entered into Excel. To obtain accurate and complete data, the researchers used Microsoft Excel. To make the results easier to understand, the researchers used a table. The researchers used descriptive analysis to calculate the results.

The researchers used a Likert scale to determine how the behavior was affecting the performance of the MRO organization. A four-point Likert scale was used, with each point corresponding to a Likert item.

Point	Adjectival Rating
4.20 and above	Strongly Agree
3.40 – 4.19	Agree
2.60 – 3.39	Disagree
1.00 – 2.59	Strongly Disagree

IV. RESULTS AND DISCUSSION

The result now provides evidence of the effects of employee behavior on the performance of maintenance, repair, and overhaul (MRO) business. Human behavior plays a significant role in the efficiency of an organization in a company.

As we can see in table 2, most respondents feel that they are not satisfied with how the Management is deeply concerned with the employees. They think that the organization does not accommodate its diverse group by simply addressing their different lifestyles, family needs, and work style. The need for the employees to be heard and be involved in decision-making is also not given to them. However, the employees still feel that they can still meet the quality service to their clients.

Personal factors also affect the overall performance of an employee in an organization. The result shows that most respondents are not satisfied with their job obligations and responsibilities due to personal considerations. One of these factors is that an individual's personality affects how the supervisor and the workmates will work with them. Likewise,

one's lifestyle, stress, and fatigue also impact how one performs their duties in their organization. In some cases, to fulfil one's lifestyle, one works hard to satisfy their means. On the other hand, some people know how to compromise lifestyle according to their salary or income.

One of the significant factors that affect the human behavior of an employee in an organization is the management approach of the company. In line with the result is the dissatisfaction of most employees that the management style of their organization towards its employees is ineffective and inefficient, especially in achieving the company's goals. Most of them believe that their company should provide training and seminars to its employees to help them build capacity and self-morale.

Moreover, social factors, such as diversity, religions, and beliefs, are not a big deal for most respondents in dealing with their responsibilities, co-workers, and Management. They also think that communication is the primary key in handling unforeseen situations and issues in their organization.

There is also a minor factor but affects the performance of an employee in his organization significantly. Workplace factors, such as safety of the employees within the workplace, ergonomic considerations, location of the workplace, and the condition of its tools and equipment, affect how the employees do their duties and responsibilities. To keep one motivated in his jobs, he feels safe and comfortable in his working environment. Most respondents are not satisfied with how their company deals with these situations. Furthermore, they also believe that gender is not a hindrance or should be an edge in achieving its goals.

The last factor that affects the human behavior of an employee that this study aims to determine is the economic factor. The result shows that the majority of the respondents feel that they are not well-compensated. The organization does not give adequate incentives and financial support, which significantly affects the employees' work performance. Furthermore, the objectives of the company do not meet the financial support it gives to the organization. Less priority of the organization to the budget support and monetary compensation makes most respondents believe that this might result in every employee's inefficiency and poor work performance.

Overall, these findings perceived that organizational support has a vital role for the institution and workers. Perceived administrative support enables workers to feel safe and feel that the power of the organization they work for is behind them.

SHERWIN IAN D. PABUSTAN., et.al: BEHAVIOR AFFECTING THE PERFORMANCE OF THE MAINTENANCE, REPAIR AND OVERHAUL (MRO) ORGANIZATION: A CASE STUDY

5

Additionally, employees tend to become more attached to their jobs in that safe working environment and give them the idea not to leave their workplaces. And lastly, according to Eisenberger, Huntington, Hutchison, & Sowa, 1986, it ensures workers tend to show behaviors that theoretically benefit an organization.

The limitations of the present studies naturally include the MRO personnel based in Clark, Pampanga. The distribution of questionnaires is limited to the online platform due to the Covid-19 pandemic. The method does not include interviews that tell the tense and emotions of the respondents.

Table.2.Interpretation of Responses in the Main Challenges in organizational behavior survey.

	Mean	SD	Interpretation
Question 1	3.45	0.697	Agree
Question 2	3.27	0.788	Disagree
Question 3	3.52	0.628	Agree
Question 4	3.14	0.702	Disagree
Question 5	3.34	0.568	Disagree
Average	3.35	0.539	Disagree

The interpretation of the responses in the main challenges in the organizational behavior survey is shown in Table 2. The rating in three items has disagreed, and two items agree. The overall average fall under the interval of "disagree" based on the Likert Scale questionnaire interpretation procedures. This suggests that most respondents feel that they are not satisfied with how the Management is deeply concerned with the employees.

Table.3. Interpretation of Responses in the Human behavior factors affecting the performance of MRO organization (Personal Factor).

	Mean	SD	Interpretation
Question 1	3.48	0.59	Agree
Question 2	3.57	0.789	Agree
Question 3	2.61	0.813	Disagree
Question 4	3.45	0.627	Agree
Question 5	3.34	0.608	Disagree
Question 6	3.07	0.789	Disagree
Average	3.25	0.372	Disagree

The interpretation of the responses in the human behavior factors affecting the performance of the MRO organization (Personal Factor) survey is shown in Table 3. The rating in three items has disagreed, and three items agree. The overall average falls into the "disagree" interval based on the Likert Scale questionnaire interpretation methods. This shows that most respondents are dissatisfied with their job obligations and responsibilities due to personal considerations.

Table.4. Interpretation of Responses in the Human behavior factors affecting the performance of MRO organization (Management Factor).

	Mean	SD	Interpretation
Question 1	3.27	0.694	Disagree
Question 2	3.14	0.668	Disagree
Question 3	3.36	0.65	Disagree
Question 4	3.32	0.674	Disagree
Average	3.27	0.485	Disagree

Table 4 shows the interpretation of the responses in the human behavior elements affecting the performance of the MRO organization (Management Factor) survey. Based on the Likert Scale questionnaire interpretation methods, the ratings for all four items and the overall average fall within the "disagree" interval. This demonstrates that the majority of respondents are dissatisfied with the Management's leadership style.

Table.5. Interpretation of Responses in the Human behavior factors affecting the performance of MRO organization (Social Factor).

	Mean	SD	Interpretation
Question 1	3.02	0.59	Disagree
Question 2	2.48	0.792	Disagree
Question 3	3.55	0.504	Agree
Question 4	3.39	0.538	Agree
Question 5	2.89	0.841	Disagree
Average	3.06	0.413	Disagree

Table 5 shows the interpretation of the responses in the human behavior elements affecting the performance of the MRO organization (Social Factor) survey. Three items' ratings differed, while two items agreed. According to the Likert Scale questionnaire interpretation methods, the average falls within the "disagree" interval. This interpretation demonstrates that most respondents do not believe that social factors, such as diversity, religion, and beliefs affect their work performance in the organization.

Table.6. Interpretation of Responses in the Human behavior factors affecting the performance of MRO organization (Workplace Factor).

SHERWIN IAN D. PABUSTAN., et.al: BEHAVIOR AFFECTING THE PERFORMANCE OF THE MAINTENANCE, REPAIR AND OVERHAUL (MRO) ORGANIZATION: A CASE STUDY

6

	Mean	SD	Interpretation
Question 1	3.82	0.39	Agree
Question 2	3.14	0.979	Disagree
Question 3	3.27	0.758	Disagree
Question 4	3.32	0.771	Disagree
Question 5	3.25	0.781	Disagree
Average	3.36	0.424	Disagree

Table 6 shows the interpretation of the responses in the human behavior elements affecting the performance of the MRO organization (Workplace Factor) survey. Based on the Likert Scale questionnaire interpretation methods, the ratings for all four items and the overall average fall within the "disagree" interval. This demonstrates that the majority of respondents are dissatisfied and disagree with their workplace environment.

Table.7. Interpretation of Responses in the Human behavior factors affecting the performance of MRO organization (Economic Factor).

	Mean	SD	Interpretation
Question 1	3.05	0.645	Disagree
Question 2	3.43	0.661	Agree
Question 3	2.59	0.897	Strongly Disagree
Question 4	3.18	0.691	Disagree
Average	3.06	0.445	Disagree

Table 7 shows the interpretation of the responses in the main problems in the Human behavior factors affecting the performance of MRO organizations (Economic Factor) survey. One item received a strongly disagree rating, two received a disagree rating, and one received an agree on rating. The overall average falls into the "disagree" interval based on the Likert Scale questionnaire interpretation methods. This shows that most respondents believe they are not appropriately compensated and that the organization does not give good perks and financial support.

V. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Because of this, it has been determined that factors impacting employee behavior are directly related to the performance of the maintenance, repair, and overhaul (MRO) enterprises through the interpretation of surveys, identification of problems in the study, and discussion of the findings. Accordingly, it was discovered that primary dissatisfaction could be caused by various causes or factors, including management's concern for employees, personal considerations regarding job obligations and responsibilities, management leadership styles, the workplace environment, recognition, and rewards. Furthermore, according to the respondents' assessments, social variables such as diversity and religious and philosophical convictions do not impact individual performance or the broader MRO business. Furthermore, it has been demonstrated that economic variables contribute to employee unhappiness, particularly when they are not adequately compensated and do not receive monetary benefits such as bonuses that they deserve for the excellent work that they have performed. Finally, the findings indicate that the most effective strategy to increase their morale is to create a secure and happy workplace where they are recognized, valued, and fairly compensated.

The outcomes of the researchers lead to the conclusion that the behavior of each employee is an essential factor to consider when trying to improve and develop the efficiency and productivity in the performance aspect of the maintenance, repair, and overhaul (MRO) businesses in Clark, based on their findings. Aside from that, concerns about management's situation for the employees, personal considerations about job obligations and responsibilities, leadership styles in the workplace, appreciation, and rewards are all factors that influence the behavior of MRO employees. Likewise, the organization takes into account social factors such as religious and philosophical beliefs, diversity, and other religious and philosophical beliefs. On the other hand, individual employees' performances do not appear to be affected by these practices.

This study reveals Behavior Affecting the Performance of the Maintenance, Repair, and Overhaul (MRO) Organization. Thus, the following recommendations are presented below:

- Since the behaviour of each employee is an essential factor to consider improving and developing the efficiency and productivity in performance in a business, MRO organizations should motivate their workers by promoting a safe and happy workplace where every employee is appreciated and valued.
- In terms of the human behavior of workers, Employees should set aside their personal problems, keep their private life separate from their work-life; inevitably, one may begin to run into the other. Learn how to keep personal issues from negatively affecting your job and career.

SHERWIN IAN D. PABUSTAN., et.al: BEHAVIOR AFFECTING THE PERFORMANCE OF THE MAINTENANCE, REPAIR AND OVERHAUL (MRO) ORGANIZATION: A CASE STUDY

7

- On the side of Management, Management must focus on their employees' career growth by engaging them in their training and development programs. Also, management must encourage employees to encounter problems by taking the initiative through exploratory discussion that helps them regain perspective and value for themselves to the organization and beyond.

- Every organization department should enhance workforce diversity and equity and ensure that issues surrounding employee diversity and equity are addressed. This will significantly improve the workplace climate.

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SHERWIN IAN D. PABUSTAN., et.al: BEHAVIOR AFFECTING THE PERFORMANCE OF THE MAINTENANCE, REPAIR AND OVERHAUL (MRO) ORGANIZATION: A CASE STUDY

8