



Working environment, team work and diversity: Perspectives and relationship to organisational satisfaction

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Abstract

The aim of this study is to analyse the working environment, teamwork and diversity of employees in relation to organisational satisfaction. The study used descriptive research with a survey as the primary instrument for data gathering. A total of 85 respondents took part in the survey using a purposive sampling technique. The researcher used a modified questionnaire to gather data. This study used Statistical Package for the Social Sciences 20 to analyse the gathered data with the following statistical tools: frequency, percentage, means, *t*-test, analysis of variance and Pearson's *r*. The study found that the respondents 'agree' in all the mentioned statements from the four variables of the study. There were also significant differences found in the work environment, teamwork and diversity when grouped according to the demographic profile. There was also a significant relationship between work environment, teamwork, diversity and organisational satisfaction. The paper recommends sustaining a good and viable work environment for employees by providing ambient and conducive workplaces.

Keywords: Work environment, team work, diversity, organisational satisfaction, perspectives.

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1. Introduction

In an organisation, there are a lot of mechanisms and factors that contribute to its success. It is essential to have a suitable set of employees. Working together among employees is a challenge since differences and difficulties are prominent. The organisation should reciprocate to the needs of the employees and both should enjoy one another.

A suitable working environment is a hard thing to achieve due to the ever-changing world of organisational management and administration. Providing a suitable working environment for every employee is a challenge. Alfiyah and Riyanto (2019) showed that the work environment influences almost 82% of employee performance. There are studies which show some peculiar results and vital information. For instance, the study of Hartinah et al. (2020) mentioned that the teachers perceived their work environment well. In Budie, Meulenbroek, Kemperman and Perree's (2019) study, they found that personal and environmental variables affect the satisfaction of employees. Nanda (2019) explained further that the psychological work environment harms employees' job stress. Also, Chakraborty and Ganguly (2019) discussed the positive aspects of the work environment. They also attempted to explain how organisations with diverse perspectives of work, social connections and culture can have a substantial work environment. Brouwers, Jooen, van Zelst and Van Weeghel (2019) discussed the complexities of disclosure or non-disclosure of mental health issues in the work environment. They also identified themes leading to a positive influence on improving work participation. Dion (2019) presented that leadership develops in the work environment through the lens of the telecommuter. From a fresh perspective, Vuong et al. (2019) added that the effect of the work environment on university-affiliated authors turned out to have higher research productivity.

Teamwork in the organisation is also an essential aspect of having a satisfying work relationship. This means that employees can have harmonious workplace etiquette among themselves. The same idea of the relationship between employees and managers also applies. Don (2019), introduced that teamwork includes more than one person in a course to accomplish organisational goals. Aitken (2019) also divulged in her experiment about improving the staff attitudes towards team structure, leadership, situational monitoring and communication. Besides, Salas, Bisbey, Traylor and Rosen (2020) enthused that teamwork is a linchpin for safety performance in an organisation. Smith (2019) presented that teamwork is essential so that a robust quality environment can exist and prosper. In considering the significant attributes of teamwork, a leader or manager needs such configurations in the organisation to attain certain goals.

With regard to diversity, we can apply it in distinct ways in the organisation. It does not pertain to one aspect of organisational management. To support this, Kundu, Bansal and Pruthi (2019) stated that there is a diverse representation of the workforce which is right, social, ethical and virtuous in the public sector. Besides, Adeniji et al. (2019) supplemented that workforce diversity relates to job satisfaction of employees. On the other hand, Dennisen, Benschop and van den Brink (2020) discussed the concept of inserting intersectionality into a single category on diverse networks in an organisation. Consequently, Karim, Zaki and Mubeen (2019) mentioned that because of increased workforce diversity, attaining organisational goals has become a challenge. Ebede (2019) revealed the reasons why organisations adopt and implement diversity management practices and how can it influence employees' outcomes of turnover intention and career satisfaction. Thus, Azmat (2019), mentioned that diversity policies help promote equal opportunities. However, Dennisen, Benschop and van den Brink (2019) explained that leaders lean towards the construction of values of their networks in terms of individual career development and community building to prevent isolation from their members. Finally, Jaiswal and Dyaram (2019) indicated that employees' perception of surface and knowledge diversity has an impact on employee well-being. Diversity is a critical concept that managers and leaders must bear in mind to compensate for the needs of everyone in the organisation.

A good working environment combined with teamwork and diverse employees can have a significant impact on organisational satisfaction. Nanda (2019) exposed that the work environment

harms turnover intention. Also, Karim et al. (2019) indicated that a manager's technical competencies and cognitive abilities merely suffice the need of supervising a workplace. Therefore, Hayat, Azeem, Nawaz, Humayon and Ahmed (2019) revealed that human capital, organisational culture, teamwork, organisational development and commitment have a substantial relationship. On a different concept, Vella and McIver (2019) showed that a meditation-based programme has the potential to decrease stress in a stressful work environment. Additionally, Tuan, Rowley and Thao (2019) provided that there is a moderating role of diversity-oriented leadership as well as group diversity. There is a lot that is going on inside the organisation that makes this study investigate these three important variables (working environments, teamwork and diversity of employees). Having a harmonious relationship among these three variables can create an ideal organisation. This is in the context of supplementing each other's deficiencies and prospects to reach the organization's goals.

The purpose of this study is to analyse the working environment, teamwork and diversity of employees from a higher education institution in Central Luzon, Philippines. Besides, the author would also like to look into the possible relationships and differences between the working environment, teamwork, diversity and organisational satisfaction of employees. And finally, to identify which among the three variables can significantly impact organisational satisfaction.

The result of this study can be used by institutions for benchmarking ideas in terms of the working environment, teamwork and diversity of employees in the organisation. At the same time, this study would also like to contribute to the aspect of higher education management and administration. Furthermore, the result of the study will help human resource managers in providing better managerial contexts. Lastly, the study will also help the employees to upgrade their work values and attitudes towards organisational satisfaction.

2. Method

2.1. Research design

This study used a descriptive design of research with the survey as its primary instrument for data gathering. This study dwells on collecting data through a survey questionnaire; thus, it is just and fitting to use this design for this study. The study would like to analyse the work environment, teamwork and diversity of employees with organisational satisfaction.

2.2. Respondents

A total of 85 employees took part in the survey which covered both academic and administrative staff of tertiary-based higher education institutions in Central Luzon, Philippines. The researcher used a purposive sampling technique since the target of this study is the employees of a tertiary education institution. The data gathering took 3 weeks to finish since most of the employees took their time to answer the survey instrument.

2.3. Instrument of the study

This study modified the International Public Management Association for Human Resources Employee Attitude Surveys (2008). The modified instrument contains three parts: the first part includes the basic demographic profile of the employees; the second part contains the following variables: work environment, teamwork and diversity of employees in the organisation; and the last part contains the organisational satisfaction of the employees. The modified instrument was also assessed for reliability with the following Cronbach's alpha scores of 0.945 for the work environment, 0.946 for teamwork, 0.946 for the diversity of employees and 0.946 for the organisational satisfaction, and an overall Cronbach's alpha score of 0.949, which is higher than the benchmark score of 0.70.

2.4. Statistical analysis

The study subjected the gathered data into different statistical analyses using the following statistical tools: frequency and percentage for the demographic profile of the respondents, weighted mean for the responses of the respondents, *t*-test and analysis of variance (ANOVA) for significant differences in the response of the respondents, and Pearson's *r* for a relationship between variables. The researcher used the Statistical Package for the Social Sciences version 20 to evaluate the data.

3. Results

This study analyses the working environment, teamwork and diversity of employees in a tertiary education institution in Central Luzon, Philippines. The researcher also intends to find the relationships and differences among the employees for the mentioned variables. The researcher summarises the results of the study in Tables 1–6.

Table 1. Demographic profile of the respondents

	Frequency	Percentage
Department		
Faculty	56	66
Admin	29	34
Age		
20–30 years old	39	46
31–40 years old	20	24
41–50 years old	14	16
51 years old above	12	14
Sex		
Male	45	53
Female	40	47
Civil status		
Single	53	62
Married	30	35
Others	2	3
Highest educational attainment		
High school level	5	6
High school graduate	3	4
Vocational course	4	5
College level	3	4
College graduate	30	35
Postgraduate level	30	35
Postgraduate	10	12
Employment status		
Regular	22	26
Casual	2	2
Contractual	59	70
Job order	2	2
Years in service		
1–5 years	52	61
6–10 years	14	17
11 years above	19	22

Salary		
5,000 pesos below	5	6
5,001–10,000 pesos	9	11
10,001–20,000 pesos	53	62
20,001–30,000 pesos	17	20
31,001–40,000 pesos	1	1
Total	85	100

Table 1 presents the demographic profile of the respondents. As can be seen, there are more faculties involved in the study than administrative staff. There are younger participants than seniors. The males dominate their female counterparts. There are also more single individuals. We can also see that there are more college graduates and postgraduate-level participants. A majority of the respondents are contractual in their employment. In terms of years in the service, most are still beginning their careers. Finally, with regard to salary, most are earning a minimum wage/salary.

Table 2. Working environment of the employees

Statements	Mean	Interpretation
1) I believe that discipline is administered fairly and consistently to all employees in my office/department.	4.15	Agree
2) Discipline in my office/department is administered according to Civil Service Rules.	4.15	Agree
3) As an employee, I feel secure in speaking up about office/department practices and/or policies that are ethically questionable.	3.99	Agree
4) My co-workers know the difference between ethical and unethical behaviour and seem to care about the difference.	4.12	Agree
5) My office/department is serious about maintaining a work environment that is free of violence and harassment	4.40	Agree
6) My office/department is serious about maintaining a work environment that is free of drugs and alcohol.	4.45	Agree
7) My office/department creates and maintains a safe and healthy work environment by taking action which prevents injury or harm to self, others, equipment and/or property.	4.49	Agree
Average	4.25	Agree

1.00–1.49 = Don't know; 1.50–2.49 = Strongly disagree; 2.50–3.49 = Disagree; 3.50–4.49 = Agree; 4.50–5.00 = Strongly agree.

As shown in Table 2, which comprises the working environment of the employees, we can deduce that statement seven got the highest mean of 4.49. It has a corresponding Likert Interpretation of 'agree'. But statement three got the lowest mean score of 3.99 which also corresponds to a Likert interpretation of 'agree'. The average mean for the working environment of the employees is 4.25, which also falls under the Likert scale interpretation of 'agree'. This only shows that the employees involved in the study have almost the same range of perspectives on how they perceive their working environment.

Table 3. Teamwork of the employees

Statements	Mean	Interpretation
1) The overall quality of the work performed in my work group is high.	4.28	Agree
2) My team is dedicated to satisfying the expectations of external and internal customers and citizens.	4.34	Agree
3) My team has the resources we need to do our job well.	4.01	Agree
4) I am part of a team that works well together.	4.36	Agree
5) In my team, steps are taken to deal with poor performers who cannot or will not improve.	4.11	Agree
Average	4.22	Agree

1.00–1.49 = Don't know; 1.50–2.49 = Strongly disagree; 2.50–3.49 = Disagree; 3.50–4.49 = Agree; 4.50–5.00 = Strongly agree.

Table 3 presents the teamwork capacity of the employees. As observed, the highest mean score belongs to statement 4 with 4.36 with a corresponding interpretation of 'agree'. Statement three possesses the lowest mean score with 4.01 with an interpretation of 'agree'. In summary, the average mean of the teamwork effort of the employees is 4.22, which makes up a Likert interpretation of 'agree'. This shows that employees somehow work in the organisation with the perspective of being a team player.

Table 4. Diversity of employees

Statements	Mean	Interpretation
1) The institution promotes a safe environment to discuss sensitive issues.	3.99	Agree
2) The office/department has policies and programmes which promote diversity and inclusion in the workplace.	4.08	Agree
3) The office/department fosters and role models an environment of respect.	4.13	Agree
4) The office/department strives to enhance awareness of cultures, values, and biases	4.14	Agree
5) The office/department promotes knowledge and learning opportunities on diversity.	4.13	Agree
6) Every individual in the office/department has equal access to the same resources needed to be successful.	4.07	Agree
Average	4.09	Agree

1.00–1.49 = Don't know; 1.50–2.49 = Strongly disagree; 2.50–3.49 = Disagree; 3.50–4.49 = Agree; 4.50–5.00 = Strongly agree.

Table 4 presents the diversity of employees in the organisation. We can see that the highest mean score belongs to statement four with 4.14. This corresponds to the Likert scale interpretation of 'agree'. However, it is statement one which comprises the lowest mean score of 3.99, which also resembles the same interpretation of 'agree' on the Likert scale. To sum up, the average mean for diversity of employees is 4.09, which makes up a Likert interpretation of 'agree'. This shows that the organisation is well aware of the ideas of diversity and inclusion of employees and promotes opportunities to all who can enjoy it.

Table 5. Organisational satisfaction of employees

Statements	Mean	Interpretation
1) I am satisfied with my job.	4.31	Agree
2) I feel positive about working for the office/department.	4.33	Agree
3) I feel that I am as productive as I can be.	4.35	Agree
4) I am motivated to do good work.	4.41	Agree
5) I am committed to achieving the goals of the office/department.	4.49	Agree
Average	4.38	Agree

1.00–1.49 = Don't know; 1.50–2.49 = Strongly disagree; 2.50–3.49 = Disagree; 3.50–4.49 = Agree; 4.50–5.00 = Strongly agree.

Table 5 presents the organisational satisfaction of the employees. As observed, the highest mean goes to statement five with 4.49, with a corresponding Likert interpretation of 'agree'. On the other hand, statement one got the lowest mean score with 4.31, which is also interpreted as 'agree' on the Likert scale. The average mean score is 4.38, which falls under the Likert interpretation of 'agree'. It is, therefore, inferred that the employees are satisfied with their status of work with the necessary variables involved as mentioned in the previous tables.

Table 6. Significant differences in the perspectives of the employees

Profile	Environment	Team work	Diversity	Satisfaction
Department	0.011 (0.991)	0.621 (0.536)	0.768 (0.444)	0.176 (0.861)
Age	1.781 (0.157)	2.718* (0.050)	2.652 (0.054)	0.756 (0.522)
Sex	1.170 (0.245)	-0.756 (0.452)	0.227 (0.821)	0.762 (0.448)
Civil status	5.207* (0.007)	0.898 (0.411)	2.807 (0.066)	0.945 (0.393)
Educational attainment	2.608* (0.023)	1.400 (0.225)	1.689 (0.135)	0.854 (0.532)
Employment status	2.688 (0.052)	0.988 (0.403)	3.462* (0.020)	2.226 (0.091)
Years in service	2.245 (0.071)	4.395* (0.003)	5.201* (0.001)	0.804 (0.526)
Salary	3.432* (0.012)	2.669* (0.038)	3.145* (0.018)	2.012 (0.101)

* $p < 0.05$.

Table 6 presents the result of the *t*-test and ANOVA of the four variables involved in the study. For department, there is no significant difference among the four variables in the study. For age, there is a significant result shown for teamwork since *F*-value is 2.718, with a corresponding *p*-value of 0.05, which is equivalent to the alpha significant value of 0.05. For civil status, there is a significant difference involved in the working environment since *F*-value is 5.207, with a corresponding *p*-value of 0.007, which is lower than the alpha significance level of 0.05. For educational attainment, there is also a significant difference for the working environment since *F*-value is 2.608, with a *p*-value of 0.023, which is significant at the alpha level of 0.05. For employment status, there is a significant difference in diversity since *F*-value is 3.462, with a *p*-value of 0.020, which is significant at the alpha 0.05 level. For years in service, there are significant differences in teamwork and diversity. This is because of their *F*-values of 4.395 and 5.201 with corresponding *p*-values of 0.003 and 0.001, respectively. Their *p*-values are lower than the alpha level of significance of 0.05. For salary, there are significant differences in the work environment, teamwork and diversity since *F*-values are 3.432, 2.669 and 3.145 have corresponding *p*-values of 0.012, 0.038 and 0.018, respectively. The *p*-values are lower than the alpha level of significance of 0.05.

4. Discussion

This study analyses the working environment, teamwork and diversity and its relationship to organisational satisfaction of employees. The study was carried out in a tertiary education institution in a highly urbanised city in Central Luzon, Philippines.

This current study provides a general perspective of the employees working in academic settings. Thus, the working environment, teamwork and diversity can have varying and interesting results.

Hartinah et al. (2020) and Wilson, Woolfson and Durkin (2020) considered that the work environment has a direct effect on improving a teacher's performance and self-efficacy. From the result of the study, the researcher found that employees agreed on the original statements that covered the perceptions of an employee towards the working environment. Concerning this, a study by Budie et al. (2019) exposed that the effects of used workspaces were extensive. A parallel study by Wohlers, Hartner-Tiefenthaler and Hertel (2019) also explained that the available work environments relate to job attitudes and the vitality of employees in the organisation. Alsayyari, Alblawi, Nawab and

Alosaimi (2019) carried out a study that explored the facility management simplifies managing and operating facilities of higher education institutions.

In the teamwork of employees, the current study showed that employees agreed that teamwork prevails among them in the organisation. We can justify this with the uniform responses of the employees in the survey. In connection with this, Don (2019) emphasised that an organisation should have an active working team that works together to achieve organisational goals. A study by Aitken (2019) provided a programme fit for improving teamwork. Gonzalez and Melo (2019) showed that the intrinsic characteristics of teams act on a dynamic capability.

In terms of diversity of employees in the organisation, the overall response of agreeing by the employees manifested such an extent. This means that there is a diverse community of employees within the organisation. Parallel to the result of the study includes the results of the study by Kundu et al. (2019) which found that the perception of diverse employees towards workforce diversity was positive and related to organisation performance. We can observe the same based on the responses of the employees in the survey. In another study, a review documented the impact of gender on merger outcomes (Risberg & Gottlieb, 2019). Besides, Azmat (2019) showed that promoting diversity could help break down cultural barriers. Besides, Tuan et al. (2019) provided a relationship between diversity-oriented human resource practices and the work engagement of employees. However, Dennisen et al. (2019) mentioned that leaders are less articulate to remove barriers to inclusion in the organisation. Abaker, Al-Titi and Al-Nasr (2019) suggested that retention pay with benefits and health insurance policies affect diversity management in the private sector.

For organisational satisfaction, the employees stated that they agree on the precept of being satisfied in the manner that the organisation provides for them. About this, Adeniji et al. (2019) showed evidence of the mediating effect of diversity on the relationship between job satisfaction and commitment of employees. Also, Azmat (2019) also explained that the transition to greater diversity has affected performance due to adjustments in team dynamics. On the other hand, Ebede (2019) showed a positive relationship between career satisfaction and diversity management practice. Another form the tandem of Alfiyah and Riyanto (2019) stated that 18% of their respondents' performance was influenced by other factors not included in their study. One more study by Redelinghuys, Rothmann and Botha (2019) depicted that the workplaces flourishing negatively predicted the intention of employees to leave.

From the inferential analysis of the current study, there were significant findings found in the work environment, teamwork, diversity and organisational satisfaction of employees. In line with the results, Alfiyah and Riyanto's (2019) study stated that the work environment and training have a significant effect on the performance of employees. Additionally, Adeniji et al. (2019) found that job satisfaction is significantly related to diversity. The current study provides a new and fresh perspective on the context of leadership and management in the organisation. Therefore, it is important to consider these vital entities in deciding important matters, especially in arriving at a sound judgment for the organisation.

5. Conclusion

Based on the result of the study, the researcher presents the following:

1. Most of the employees came from the faculty department. They were aged between 20 and 30 years and there were more males than females. Most of the employees were also single and were college graduates or in a postgraduate course. They were more contractual and possessed 1–5 years' work experience with a salary between 10,001 and 20,000 pesos.
2. The employees 'agree' in all the statements regarding their working environment, teamwork and diversity. With regard to the organisational satisfaction of the employees, they also had the same response.

3. There were significant differences found in the three mentioned variables. The study found significant differences in teamwork when grouped according to age, years in service and salary; work environment in terms of civil status, educational attainment and salary; and diversity in terms of employment status, years in service and salary.
4. There was a positive and direct relationship between work environment, teamwork, diversity and organisational satisfaction.

6. Recommendations

Based on the aforementioned results of the study, the researcher provides the following recommendations:

1. Sustain or maintain a good and viable work environment for employees by providing ambient and conducive workplaces.
2. Strengthen the personality development of every employee. This is to combat or counteract the negative impact of co-workers surrounding them. This is because of the prevalence of workplace bullying and other work-related issues and concerns.
3. Sustain the teamwork morale in the workplace. It is important to have a harmonious working relationship among the employees. We can do this through annual or biannual team building or employees' retreat activities.
4. Provide essential professional development programmes for all employees to strengthen their capabilities and work attitudes in the service of both the institution and the community itself.
5. Enhance the reward system and promotion schemes of the employees to promote a fresh perspective and objectives for each employee's life goals.
6. Create an environment of stress-free and healthy mental awareness among employees to prevent or avoid being stressed out or burnout leading to poor performance or employee resignation.

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