



Effects and relationships of working environment, teamwork, and diversity to organizational satisfaction

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Abstract

For operating an organization, several mechanisms play at hand. These mechanisms contribute to reaching the organization's end goal for itself and its constituents. This study aims to analyze the working environment, teamwork, and diversity of employees and its relationship to organizational satisfaction from a local higher education institution in Central Luzon, Philippines. The study used descriptive-correlational research with the survey as the primary instrument for data gathering. Eighty-five (85) respondents took part in the survey using a purposive sampling technique. Also, the researcher used an adapted and modified questionnaire to gather pertinent data for the study. This study used SPSS 20 to compute and analyze the gathered data with the following statistical tools: frequency, percentage, mean, t-test, ANOVA and Pearson-r. For the result, the study found that the respondents have a pleasant working environment, ideal teamwork, and diversity in the workplace. This is based on the agreement of the respondents on most of the statements in the survey. Also, the respondents are satisfied with the organization. There were significant differences found in the work environment, teamwork, and diversity when classified according to their demographic profile. Furthermore, there were also significant relationships between work environment, teamwork, diversity, and organizational satisfaction. Based on the preceding results, the researcher provided pertinent recommendations at the end of the study.

Keywords: employee, working environment, teamwork, diversity, organizational satisfaction, relationship

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1. Introduction

In an organization, there are a lot of mechanisms and factors that contribute to its success. That is why it is essential to have a suitable set of employees working together despite the differences and degrees of difficulties that every personnel possesses. The organization should reciprocate in response to the employees' needs and benefits to compensate for their hard work and job well-done attitudes.

An ideal working environment is a hard thing to achieve due to the ever-changing world of organizational management and administration. A working environment is a setting in which an individual usually do or perform his/her job. Providing a suitable working environment for every employee is a challenge. A study showed that almost 82% of employee performance is influenced by working environment [1]. Some studies show some peculiar results and vital information. For instance, teachers perceived their work environment well [2]. In the same context, personal and environmental variables affect the satisfaction of employees [3]. To add, the psychological work environment harms employees' job

stress [4]. Also, another study showed positive aspect of working environment [5]. The same authors also attempted to explain how organizations with diverse perspectives of work, social connections, and culture can lead to a substantial work environment. Another study explained the complexities of disclosure or non-disclosure of mental health issues in working environment [6]. The same study also identified themes leading to a positive influence in improving work participation. Adding to the discussion, leadership develops the working environment through the lens of the telecommuter [7]. From a unique perspective, the effect of working environment on university-affiliated authors turned out to have higher research productivity [8].

Teamwork in the organization is also an essential aspect of having a satisfying work relationship. For a better understanding, teamwork is a collaboration among individuals in an organization to meet the common goal set for them. This means that employees have harmonious work etiquette among themselves. They also apply the same idea to the relationship between employees and managers. Teamwork includes more than one person in a course to accomplish organizational goals [9]. In an experiment, the author found that there was an improved staff attitude to-

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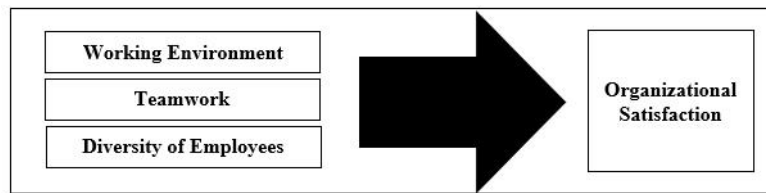


Figure 1: Conceptual framework.

ward team structure, leadership, situational monitoring, and communication [10]. Besides, the group of researchers enthused that teamwork is a linchpin for safety performance in an organization [11]. Considering the significant attributes of teamwork, a leader or manager needs such configurations in the organization to attain certain goals.

In diversity, we can apply this in different ways in the organization. Diversity in the workplace means a composition of workers from different aspects like gender, ethnic background, religious beliefs, etc. This does not pertain to one aspect of organizational management. To support this, the team of investigators stated that there is a diverse representation of the workforce that is right, social, ethical, and virtuous in the public sector [12]. Also, workforce diversity relates to the job satisfaction of employees [13]. A study discussed the concept of inserting intersectionality into a single category on diverse networks in an organization [14]. Because of the increased workforce diversity, attaining organizational goals has become a challenge [15]. Another author revealed the reasons why organizations adopted and implemented diversity management practices and how can it influence employees' outcomes of turnover intention and career satisfaction [16]. Thus, diversity policies help promote equal opportunities [17]. However, a group of researchers 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 [18]. Finally, the employees' perception of surface and knowledge diversity has an impact on employee well-being [19]. Diversity is a critical concept that managers and leaders must bear in mind to compensate for the needs of everyone in the organization.

A good working environment combined with teamwork and diverse employees can have a significant impact on organizational satisfaction. As a researcher exposed that working environment harms turnover intention [4]. Besides, another study also indicated that a manager's technical competencies and cognitive abilities merely suffice the need of supervising a workplace [15]. Another research paper revealed that human capital, organizational culture, teamwork, organizational development, and commitment have a substantial relationship [20]. On a different concept, a meditation based-program has the potential in decreasing stress

in a stressful work environment [21]. Another study provided that there is a moderating role of diversity-oriented leadership as well as group diversity [22]. There is a lot going on investigation inside the organization on these three important variables (working environments, teamwork, and diversity of employees). Having a harmonious relationship among these three variables can create an ideal organization. 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 analyze the working environment, teamwork, and diversity of employees from a higher education institution in Central Luzon, Philippines. Also, the author would like to look into the possible relationships and differences between the working environment, teamwork, diversity, and organizational satisfaction of employees. And finally, to identify which among the three variables can significantly impact organizational 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 organization. At the same time, this study also 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 organizational satisfaction.

1.1 Conceptual framework

On the grounds of the different reviewed works of literature, the researcher provided a conceptual framework for this study. As seen from the Figure 1, Figure 1 the working environment, teamwork, and diversity of employees point to organizational satisfaction (as indicated by the arrow) which means it deals with the possibility of a relationship between them. This study intends to verify such a relationship so that the institution or the organization involved will benefit from the results.

1.2 Null hypotheses

Based on the purpose of the study, the researcher hereby proposed the following null hypotheses:

H1: There is no significant differences in the working environment, teamwork, diversity of employees, and organizational satisfaction.

Table 1. Working environment of the employees.

Statement	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 the 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 behaviors 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 Mean	4.25	Agree

Legend: 1.00 – 1.49 = Not Interested; 1.50 – 2.49 = Strongly Disagree; 2.50 – 3.49 = Disagree; 3.50 – 4.49 = Agree; 4.50 – 5.00 = Strongly Agree

Table 2. The teamwork of the employees.

Statement	Mean	Interpretation
1) The overall quality of the work performed in my workgroup 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 Mean	4.22	Agree

Legend: 1.00 – 1.49 = Not Interested; 1.50 – 2.49 = Strongly Disagree; 2.50 – 3.49 = Disagree; 3.50 – 4.49 = Agree; 4.50 – 5.00 = Strongly Agree

H2: There is no significant relationships between working environment, teamwork, diversity of employees, and organizational satisfaction.

2. Methodology

2.1 Research design

This study used a descriptive-correlational design of research with the survey as its primary instrument for data gathering. With a descriptive study, an investigator aims to describe a characteristic or a certain phenomenon in a population. In a correlation design, the study intends to discover if there is any relationship between one or more variables within the study. Since the researcher intends to analyze and discover the relationship of the working environment, teamwork, and diversity of employees to organizational satisfaction, therefore, the mentioned research design suits the current study.

2.2 Respondents

The population for this study is employees from a local higher education institution in Central Luzon,

Philippines. The reason behind such a study is because the researcher want to conduct an initial assessment of the working conditions of the employees. This will in turn provide some benefits for both the administration and the employees in the future. There are around 200 working employees during the time of the study. And 85 employees took part in the survey which covered both the academic and administrative staff. The researcher used a purposive sampling technique. The criteria for inclusion include a full-time employee, regardless of working status (regular or contractual), with at least one year of work experience and willing to take part in the survey.

2.3 Instrument of the study

This study adapted and modified the International Public Management Association for Human Resources (IPMA-HR) Employee Attitude Surveys (2008). The modified instrument contained 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 organization. The last part contains the organizational satisfaction of the

Table 3. Diversity of employees.

Statement	Mean	Interpretation
1) The institution promotes a safe environment to discuss sensitive issues.	3.99	Agree
2) The office/department has policies and programs 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 for 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 Mean	4.09	Agree

Legend: 1.00 – 1.49 = Not Interested; 1.50 – 2.49 = Strongly Disagree; 2.50 – 3.49 = Disagree; 3.50 – 4.49 = Agree; 4.50 – 5.00 = Strongly Agree

employees. The modified instrument also went into a reliability test with the following Alpha Cronbach results of .945 for the work environment, .946 for teamwork, .946 for the diversity of employees, and .946 for the organizational satisfaction with an overall Alpha Cronbach of .949 which is a higher than the benchmark score of .70.

2.4 Statistical analysis

The study subjected gathered data into different statistical analysis 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 ANOVA for significant differences in the response of the respondents, and Pearson-r for a relationship between variables. To measure the responses of the employees, the study used a five (5) point Likert scale. The researcher also used the Statistical Package for Social Sciences version (SPSS) 22 to treat the data.

3. Result

This study analyzes the working environment, teamwork, and diversity of employees in a tertiary education institution in Central Luzon, Philippines. The researcher also intends to find relationships and differences among the employees in the mentioned variables. The research results are summarized below.

As shown in Table 1, which comprises the working environment of the employees, we can deduce that statement seven got the highest mean with 4.49. It has a corresponding Likert Interpretation of “agree”. But statement three on the other hand got the lowest mean score with 3.99 which corresponds to a Likert interpretation of “agree” also. All in all, the average mean for the working environment of the employees is 4.25 which falls under the Likert scale interpretation of “agree”. This only means that the employees involving in the study have almost the same range of perspectives on how they perceive their working environment.

Table 2 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”. On the other hand, statement three possessed 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 constitutes a Likert interpretation of “agree”. This means that the employees somehow work harmoniously in the organization with the perspective of being a team player.

Table 3 presents the diversity of employees in the organization. We can deduce that the highest mean score belongs to statement four with 4.14. This corresponds to the Likert scale interpretation of “agree”. Although, statement one shows the lowest mean score of 3.99 which also resembles the same interpretation of “agree” in the Likert scale. To sum up, the average mean for diversity of employees is 4.09 which constitutes a Likert interpretation of “agree”. This means that the organization is well aware of the ideas of diversity and inclusion of employees and promotes opportunities to all who can benefit from it.

Table 4 presents the organizational satisfaction of the employees. As observed, we can deduce that the highest mean goes to statement five with 4.49 with a corresponding Likert interpretation of “agree”. On the other hand, statement one get the lowest mean score with 4.31 which is 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 and mentioned from the previous tables.

For table 5, it represents the result of the t-test and analysis of variance of the four variables involved in the study. As seen, in the department, there is no significant difference in the four variables in the study. For the age, there is a significant result shown in teamwork since the F-value is 2.718 with a corresponding p-value of .05 which is equivalent to the alpha significant value of .05. For the civil status, there is a

Table 4. Organizational satisfaction of employees.

Statement	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 for diversity.	4.49	Agree
Average Mean	4.38	Agree

Legend: 1.00 – 1.49 = Not Interested; 1.50 – 2.49 = Strongly Disagree; 2.50 – 3.49 = Disagree; 3.50 – 4.49 = Agree; 4.50 – 5.00 = Strongly Agree

Table 5. Significant differences in the responses of the employees.

Profile	Environment	Team Work	Diversity	Satisfaction
Department	0.011	0.621	0.768	0.176
Age	1.781	2.718*	2.652	0.756
Sex	1.170	-0.756	0.227	0.762
Civil Status	5.207*	0.898	2.807	0.945
Educational Attainment	2.608*	1.400	1.689	0.854
Employment Status	2.688	0.988	3.462*	2.226
Years in Service	2.245	4.395*	5.201*	0.804
Salary	3.432*	2.669*	3.145*	2.012

*p < .05

significant difference involved in the working environment since the F-value is 5.207 with a corresponding p-value of .007 which is lower than the alpha significance level of .05. For the educational attainment, there is also a significant difference for the working environment since the F-value is 2.608 with a p-value of .023 which is significant at the alpha level of .05. For the employment status, there is a significant difference in diversity since the F-value is 3.462 with a p-value of .020, significant at alpha .05 levels. For years in service, there are significant differences in teamwork and diversity. This is because their F-values of 4.395 and 5.201 with corresponding p-values of .003 and .001 respectively. Their p-values are lower than the alpha level of significance of .05. For the salary, there are significant differences in the work environment, teamwork, and diversity. Since the F values are 3.432, 2.669, and 3.145 with the corresponding p-values of .012, .038 and .018 respectively. The p-values are lower than the alpha level of significance of .05.

Table 6. Correlation matrix between variables and organizational satisfaction.

	1	2	3	4
1) Working Environment	1			
2) Team Work	.610**	1		
3) Diversity	.557**	.496**	1	
4) Organizational Satisfaction	.526**	.521**	.474**	1

**p < .05

Table 6 shows the relationship between the work

environment, teamwork, diversity, and organizational satisfaction. We see that the working environment, teamwork, and diversity showed a positive and direct relationship to organizational satisfaction. This is so since the r-values are .526 for the work environment, .521 for teamwork, and .474 for diversity. All r-values are lower than the alpha level of significance at .05. This means that employees' working environment, teamwork, and diversity significantly correlates with organizational satisfaction.

4. Discussion

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

Some studies considered that working environment has a direct effect on improving a teacher's performance and self-efficacy [2] [23]. Regarding to the result, the study found that employees agreed on the different statements that covered the perception of an employee towards the working environment. With this, a study by a group of researchers exposed that the effects of used workspaces were extensive in their study [3]. Another parallel study stated that working environment and training have a significant effect on employee performance [1]. Also, another group of investigators explained that the availability of working environments relates to job attitudes and the vitality of employees in the organization [24]. Facility management simplifies managing and operating facilities of higher education institutions [25].

In the teamwork of employees, the current study showed that employees agreed that teamwork prevails among them in the organization. We can justify this with the uniform responses of the employees in the survey. In connection to this, an organization should have an active working team that works together to achieve organizational goals [9]. Also, another study provided a program fit for improving teamwork [10]. Intrinsic characteristics of teams act on a dynamic capability [26].

In terms of diversity of employees in the organization, and overall response of “agree” from the employees manifested such extent. This means that there is a diverse community of employees within the organization. Parallel to the result of the study, there are the result of a study showing that the perception of diverse employees towards workforce diversity is positive and related to organization performance [12]. The research observed the same on the responses of the employees in the survey. In another study, a review documented the impact of gender on merger outcomes [27]. Also, job satisfaction relates to diversity [13] and promoting diversity can help break down cultural barriers [17]. Besides, there is a relationship between diversity-oriented human resource practices and the work engagement of employees [22]. However, leaders are less articulate to remove barriers to inclusion in the organization [14]. Retention, through benefits and health insurance policies, affects diversity management in the private sector [28].

For organizational satisfaction, the employees stated that they agree on the precept of being satisfied with the organization proposals. Concerning this, a study showed evidence of the mediating effect of diversity on the relationship between job satisfaction and commitment of employees [13]. Besides, the transition to greater diversity has affected performance because of adjustments in team dynamics [17]. A positive relationship between career satisfaction and diversity management practice exists [16]. Another result from a tandem of researchers stated that 18% of their respondents’ performance is influenced by other factors not included in their study [1]. Moreover, a group of researchers depicted the workplace flourishing negatively predicted the intention of employees to leave [29].

5. Conclusion

Based on the result of the study, the researcher presents the following conclusions: (1) The employees “agree” in all the statements regarding their working environment, teamwork, and diversity. For the organizational satisfaction of the employees, they also have the same response. (2) There are significant differences found in the three mentioned variables. The study found significant differences in teamwork when classified 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. (3) There are positive and direct relationships between work environment, teamwork, diversity, and organizational satisfaction.

Finally, the researcher recognized that the three mentioned variables namely, working environment, teamwork, and diversity of employees also have a certain relationship between them. Although the study only mentioned the possibility of relating these three variables with the organizational satisfaction of the respondents, it came out that all of the four have elements of relationships. Therefore, all of them play particular effects on one another in the organization.

6. Recommendation

Before going to the recommendations, the researcher also presents the limitations of this study. First, the coverage of the study, the researcher only considered one institution for this paper. Thus, this is a potential area of improvement. Second, the sample, the more respondents, the better. Also, consider the diversity of the respondents for more interesting results. Third, statistical inferences, the study can go beyond the relationship perspective and proceed to a more complex statistical computation as necessary. Lastly, the variables, future researchers can add more variables to study with organizational satisfaction.

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

- 1) Sustain or maintain a good and viable work environment for employees by providing an ambient and conducive workplace.
- 2) Strengthen the personality development of every employee. This is to combat or counteract the negative impact of co-workers surrounding them and create prevalence of workplace bullying and other work-related issues and concerns.
- 3) Sustain the teamwork morale in the workplace. This is important to have a harmonious working relationship among the employees which can be done through annual or biannual team building or employees’ retreat activities.
- 4) Provide essential professional development programs 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 enhance a fresh perspective and objectives for each employees’ 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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