

# Workplace Environment and Self-Actualization among Commission on Audit (Coa) Employees in Region Xi, Philippines

Jacinta A. Fernandez, Aristeo C. Salapa

*State Auditor III, Commission on Audit  
Dean, University of Southeastern Philippines*

Date of Submission: 20-07-2024

Date of Acceptance: 30-07-2024

## ABSTRACT

The study aimed to explore the relationship between the workplace environment and self-actualization among employees of the Commission on Audit (COA) in Region XI, Philippines. Utilizing primary data sources, the research collected information from 135 regular COA employees in Region XI. The findings indicate a significant relationship between the perceived importance of the workplace environment and the level of self-actualization, demonstrating a very high correlation between these two variables.

## I. INTRODUCTION

The workplace significantly influences employees' attitudes, motivations, and overall well-being, making it crucial for fostering self-actualization. This study contributes to the global understanding of employee well-being and provides insights that are relevant to various international contexts and organizations. The findings could impact international best practices and standards for creating supportive and empowering work environments, ultimately benefiting workers worldwide and enhancing overall workplace well-being.

Self-actualization, according to Abraham Maslow (1943), is the highest psychological stage in which individuals strive to reach their full potential and enjoy personal growth and fulfillment. According to Maslow's hypothesis, people will go to great lengths to be acknowledged and recognized, and being respected and recognized at work is also a basic human need. This has an impact on an employee's motivation, satisfaction, and general well-being. Maslow's theory also proposed that an employee's desire for development, self-fulfillment, satisfaction, and self-acceptance are typically connected with self-

actualization; as a result, these variables provide a significant challenge to top management, which is the inspiration for this study.

Lindberg and Eva Vingard's studies (Lindberg and Vingard, 2012) supported the idea that the presence of stress management programs in an organization might be a sign of a "good place to work," as these organizations were more likely to provide programs that promoted employee well-being, safety, and skill development than those without stress management programs.

While there have been numerous studies on the impact of the work environment on various aspects of employee well-being, there are still existing gaps in the research when it comes to the impact of the work environment on self-actualization. One gap in the research is the limited understanding of how specific aspects of the work environment, such as autonomy, opportunities for personal growth, and meaningful work, contribute to an individual's self-actualization. Another gap is the lack of longitudinal studies that examine the long-term effects of the work environment on self-actualization. Most existing studies focus on cross-sectional data, which only provide a snapshot of the relationship between the work environment and self-actualization at a specific point in time.

In the Commission on Audit (COA), the audit sectors are composed of different audit teams, having one (1) supervising auditor, one (1) team leader, and one (1) team member or more. Moreover, there are administrative, legal, and technical people comprising the divisions or departments within the regional office. With this setting, the COA Region XI aspires that each team upholds collaboration, team work, mentoring or coaching and other factors involving workplace environment to efficiently work towards accomplishing each tasks and goals of the team and

eventually reach the highest potentials of each employee. However, there are instances when the team member(s) would request to transfer to another assignment due to personality conflicts, communication issues, or differences in work styles which can create a negative work environment, prompting the team member to seek a transfer to another assignment where they feel more comfortable and supported. Although the workplace's physical and psychosocial conditions in COA Region XI may not be perfect, it may be assumed that COA employees are satisfied with their existing working conditions as most of the employees remained in the Commission until they retire.

### Objective of the study

The purpose of this study is to evaluate, among those working for the Commission on Audit in Region XI, the relationship between their working environment and their level of self-actualization. Among the most important concerns are the identification of factors that influence the atmosphere of the workplace, the evaluation of levels of self-actualization, and the investigation of potential relationships. The purpose of this research is to give insightful new knowledge that can help COA employees in Region XI improve both their professional and personal development.

### Score and limitation of the study

This study examines how the workplace environment affects self-actualization among Commission on Audit (COA) employees in Region XI. It looks at factors in the workplace that either support or hinder employees' personal growth. The study focused on regular COA employees from various departments within Region XI. Because the sample was limited to this specific group, the findings may not apply to COA employees in other regions or to employees in different organizations. The research was conducted from October 30, 2023, to January 31, 2024, which might limit insights into the long-term effects of the workplace environment on self-actualization.

## II. REVIEW OF RELATED LITERATURE

### Workplace Environment

Numerous studies have demonstrated that better levels of job satisfaction and increased employee engagement are the results of a pleasant working environment, which is characterized by factors such as supportive leadership, open communication, fair treatment, and chances for

growth and development. The necessity of maintaining a healthy work-life balance as well as the physical environment has been underlined by research.

Per Lindberg and Eva Vingard's (2012) review of indicators of healthy work environments revealed that organizations that offered stress management programs also offered other programs to facilitate worker safety, health, well-being, and skill development. In this respect, the presence of a stress management program appeared to be an indicator of a "better place to work".

According to the findings of a study that was conducted by Nielsen et al. (2017), a more pleasant environment in the workplace, which was characterized by social support, fair treatment, and autonomy, related to lower levels of work-related stress and burnout. When bosses are too invested in everyone getting along they also fail to encourage the people on their team to criticize one another for fear of sowing discord (Scott, K., 2019). They create the kind of work environment where being "nice" is prioritized at the expense of critiquing and therefore improving actual performance (Scott, K., 2019). Moreover, it has been discovered that the physical environment of the office, which may include aspects such as lighting, noise levels, and ergonomic design, can affect the health and productivity of employees.

In addition to this, incompatible working environments, such as those with bad workstation design, inappropriate office furniture, a lack of air, and inadequate safety measures, are other contributors to occupational disorders. Genzorová (2017) argued that the layout and design of an organization particularly the physical conditions influence on the work behavior of an employee.

Research by Kossek et al. (2014) discussed the significance of flexible work arrangements in promoting employee satisfaction and managing the demands of personal and professional life. In the Commission on Audit, all employees have been enjoying a flexible work arrangement to recognize the changing needs and preferences of the modern workforce. By providing flexible work options, it could create a positive work culture that attracts and retains skilled employees in the Commission.

The social aspects of the work environment encompass interactions, relationships, and the organizational culture. Studies by Schneider et al. (2017) emphasize the role of positive social interactions in fostering a supportive workplace culture, contributing to employee engagement and satisfaction. Moreover, in the

contemporary workplace, technology plays a central role. The integration of technological tools and systems can impact communication, collaboration, and efficiency. Thus, the COA recognized the importance of technology in its operations and has made significant strides in leveraging technology to enhance its efficiency, effectiveness, and transparency.

In summary, a healthy work environment is essential for creating a positive, productive, and sustainable organization. It not only benefits employees but also contributes to the long-term success and growth of the business.

### Indicators of workplace environment

**Collaboration.** Collaboration is defined by the Cambridge Dictionary as the act of working together with other people or organizations to create or achieve something. Collaboration breeds synergy, where the collective effort of individuals exceeds the sum of their individual contributions. It fosters creativity, problem-solving, and a sense of ownership, resulting in higher levels of productivity and achievement (Maxwell, J.C., 2018). Collaboration enables organizations to harness the collective intelligence and diverse perspectives of their employees. It facilitates knowledge sharing, learning, and the ability to adapt in a rapidly changing business environment (Edmondson, A. C., 2018). The book titled "Collective Genius" by Hill, L. A., et al., (2014) emphasized the idea that creativity and innovation are not solitary endeavors but rather collaborative processes that involve multiple individuals working together.

**Recognition.** According to Alan M. Saks and Jamie A. Gruman (2014), recognition refers to the formal or informal acknowledgement and appreciation of an individual or a group's efforts, achievement, and contributions in the workplace. The same is also defined by Gallup (2017) as the act of acknowledging and appreciating employees' contributions, achievements, and efforts. In their book "The Power of Thanks: How Social Recognition Empowers Employees and Creates a Best Place to Work," emphasized the impact of recognition on employee engagement, productivity, and retention. They argued that recognition programs, when implemented effectively, can transform workplace culture and drive organizational success. According to Jacob Morgan (2017), there is a need for organizations to prioritize employee recognition as part of the overall employee experience. He also argued that recognition is essential for creating a culture of

appreciation and attracting top talent (Morgan, J., 2017).

**Employee involvement.** Rainey, H. G., et al., (2021) defined employee involvement as the degree to which employees are given opportunities to participate in decision-making and problem-solving processes related to their work. When employees feel that their voices are heard and their contributions matter, it strengthens their commitment to the organization and enhances collaboration, resulting in improved performance and organizational success (Lencioni, P. 2016). Employee involvement is crucial for organizations to foster a culture of psychological safety. When employees feel safe to voice their ideas, concerns, and suggestions, it promotes learning, collaboration, and innovation within the organization. This, in turn, leads to higher levels of employee engagement and improved organizational performance (Edmondson, A., 2019).

**Positive and fair leadership.** Positive and fair leadership is associated with higher levels of employee satisfaction, engagement, trust, and organizational citizenship behaviors. It involves leaders who demonstrate behaviors characterized by positivity, fairness, empathy, and ethical decision-making (Podsakoff et al., 2014). Positive leadership is essential for creating a positive work environment that promotes employee well-being, engagement, and productivity. Fair leadership is crucial for building trust and a positive organizational climate. When leaders treat employees with fairness, respect, and transparency, it cultivates a sense of justice and equity among the workforce, leading to higher levels of commitment, satisfaction, and organizational citizenship behavior (Sutton, R., 2017).

**Autonomy and empowerment.** Deci and Ryan (2018) defined autonomy as a sense of volition and self-endorsement in one's actions, a sense of choice, and a sense of ownership and commitment to an activity or goal. Autonomy is one of the basic psychological needs that individuals strive to satisfy in order to experience optimal motivation and psychological functioning (Deci, et al., 2018). According to Edmondson, A. C. (2019), empowerment is essential for creating a culture of learning, innovation, and psychological safety within organizations. When employees feel empowered to voice their ideas, take risks, and contribute to decision-making, it enhances their sense of belonging, encourages collaboration, and fosters a climate of continuous improvement.

**Appropriate staffing.** According to a publication by Stone, P. W., et al., (2017), appropriate staffing

involves a balance between workload and workforce, ensuring that the number of staff members is sufficient to maintain safe and effective operations. Appropriate staffing is essential for maintaining productivity, employee satisfaction, customer service, decision-making, adaptability, talent development, and cost optimization. It contributes to the overall success and sustainability of an organization. Appropriate staffing is crucial for organizational success as it ensures that the right people are in the right roles, leading to increased productivity and employee satisfaction (Dessler, G., 2017).

**Skilled communication.** Clear and concise communication is crucial for building high-performing teams and driving organizational alignment. When individuals are skilled in communication, they can effectively share information, express ideas, and coordinate efforts, leading to better decision-making and improved overall performance (Lencioni, P., 2016). Existing literature emphasized that effective communication skills, such as active listening, clear articulation, empathy, and the ability to convey a vision and goals, are essential for fostering teamwork, resolving conflicts, building trust, driving organizational success, and creating a psychologically safe environment for innovation and learning.

**Safe physical working environment.** According to existing research, a safe physical working environment refers to a workplace that is free from hazards and risks that could potentially cause harm or injury to employees. It encompasses various factors such as the design and layout of the workspace, proper maintenance of equipment and machinery, adherence to safety protocols and procedures, and the availability of necessary safety measures and protective equipment. According to the International Labour Organization (ILO), a safe physical working environment entails several key elements such as Hazard Identification and Risk Assessment, Prevention and Control Measures, Safety Training and Education, Ergonomics, Work Organization and Culture, and Occupational Health Services.

### Self-actualization

The self-actualization theory developed by Abraham Maslow (1943) is a well-known psychological framework that examines the order of human wants as well as the process of personal development and fulfillment. Maslow postulated that people have a hierarchy of wants, which, to

realize their full potential or self-actualization, must be satisfied in a precise order.

According to Maslow's hierarchy of requirements, there are five levels of needs that an individual possesses, and they are as follows: physiological, safety, love and belonging, esteem, and self-actualization. These needs are structured in a manner like a pyramid, with the most fundamental physiological demands located at the base and self-actualization situated at the apex of the pyramid.

The term "physiological needs" refers to the fundamental necessities for continued existence, such as the need for food, drink, and a safe place to sleep. As soon as these requirements are satisfied, individuals advance up the hierarchy of needs to the next level, which is the level of safety needs. This level of needs encompasses personal security, financial stability, and a safe physical environment. The need for love and belonging is the third level of human needs, and it includes the need for social ties, friendships, and close personal relationships. At the fourth level are esteem needs, which can be broken down into three subcategories: the need for respect, the need for acknowledgment, and the need for a sense of accomplishment. Self-actualization occupies the pinnacle of the hierarchy. Self-actualization is defined as the process of coming to terms with one's full potential as well as the pursuit of personal progress, creativity, and self-fulfillment (Maslow, 1943). Self-actualization, as articulated by Maslow, is a condition characterized by self-awareness as well as authenticity and personal fulfillment (Maslow, 1943).

Self-actualization, in Maslow's view, is not a goal that can be reached at a certain point in time but rather an ongoing process through which an individual undergoes personal growth and expansion. Maslow believed that people who had all their fundamental requirements satisfied and who had a healthy sense of self-esteem were more likely to strive for self-actualization, a concept that had a substantial influence on several different sectors, including psychology, education, and management. It has affected how personal development, humanistic psychology, and the comprehension of motivation and well-being are approached. However, it is essential to point out that Maslow's theory has also been challenged for having a hierarchical structure, having a cultural bias, and having a lack of empirical data. Despite this, it continues to be a useful model for comprehending the scope of one's potential for personal development and fulfillment of oneself.



According to the findings of several studies, self-actualization is more likely to occur in those who are content with the way they spend their time at work. The culture of an organization is another important factor that contributes to the success of self-actualization efforts. Studies have indicated that organizational cultures that are supportive and empowering, emphasize personal growth, and allow chances for self-expression and creativity are more likely to generate self-actualization among workers. On the other side, working in an unhealthy atmosphere that is characterized by high levels of stress, fear, and micromanagement can be detrimental to one's ability to actualize themselves.

The work-life balance is another significant aspect of the working environment that plays a role in the process of self-actualization. According to the findings of several studies, those who can strike a healthy equilibrium between their professional and personal lives are more likely to experience a sense of self-actualization. This equilibrium enables people to follow their personal interests and aspirations outside of work, which ultimately results in a feeling of contentment and overall well-being for the individual.

Further, research has been conducted to investigate how different types of leadership influence self-actualization. It has been discovered that transformational leadership, which emphasizes motivating and giving employees authority, increases self-actualization by generating a feeling of purpose, autonomy, and personal development in its followers. Leadership styles that are authoritarian and dictatorial can be detrimental to employees' attempts at self-actualization since they restrict their options for self-expression and advancement.

Grant (2016) argued that when individuals are given the freedom and support to express their authentic selves, it leads to originality and positive organizational outcomes. Csikszentmihalyi (2018) explored the concept of flow, which is a state of deep engagement and fulfillment. He highlighted the importance of self-actualization in the workplace, where employees have the opportunity to align their skills and interests with meaningful work, resulting in higher levels of satisfaction and productivity.

#### **Indicators of self-actualization**

**Continued freshness of appreciation.** Appreciation catalyzes personal growth and development, motivating individuals to pursue their passions, cultivate their talents, and engage in

lifelong learning. Organizations that prioritize appreciation create a culture of recognition and gratitude, where employees feel valued, supported, and connected to the organization's mission and values (Shuck & Reio Jr, 2014). Gary Chapman and Paul White (2019) also defined appreciation as a powerful tool for enhancing employee engagement, productivity, and overall job satisfaction. When individuals feel valued and appreciated for their contributions, it boosts their morale, motivation, and loyalty to the organization. Appreciation is a fundamental human need that, when fulfilled in the workplace, has a profound impact on employee well-being and performance. Recognizing and appreciating employees' efforts and accomplishments not only boosts their self-esteem but also promotes a positive and supportive work environment (Schwartz, T., 2014).

**Acceptance.** Acceptance in the workplace, including its role in fostering psychological safety, has been recognized as an important factor for organizational success and employee well-being by various authors. The study by Amy C. Edmondson (2018) emphasized the significance of acceptance, specifically psychological safety, in creating an environment where employees feel comfortable taking risks, speaking up, and contributing their ideas. Adam Grant (2014), in his book *Give and Take: Why Helping Others Drives Our Success*, highlighted the significance of acceptance in building a culture of generosity and collaboration. He also suggested that accepting others' perspectives and needs can lead to more successful and fulfilling professional relationships.

**Authenticity.** Authenticity is the key to building trust and fostering meaningful connections within organizations. The study by Lucas Alexander Maunz and Jürgen Glaser (2022) suggests that there is association between socially supporting work environments and employees' authenticity. Moreover, according to Brown (2018), when leaders and employees show up as their genuine selves, it creates a culture of openness, transparency, and psychological safety, which leads to higher levels of engagement, innovation, and overall organizational success.

**Equanimity.** Susan David and Christina Congleton (2016): In their Harvard Business Review article titled "Emotional Agility," emphasized the importance of emotional balance and equanimity in the workplace. They argued that individuals who can effectively manage their emotions and maintain equanimity are more adaptable, resilient, and able to navigate challenges effectively. According to Davidson, R. J. et al.,

(2017) equanimity is an essential aspect of emotional intelligence and leadership effectiveness. It allows leaders to remain composed and centered, even in high-pressure situations. Leaders who cultivate equanimity are better able to regulate their emotions, empathize with others, and make wise decisions, ultimately fostering a positive and productive organizational culture.

**Purpose.** Purpose is the ultimate source of fulfillment and well-being in the workplace. When individuals understand their personal purpose and align it with the organization's purpose, they experience a deep sense of meaning, passion, and fulfillment. Purpose-driven individuals bring their best selves to work, driving innovation, collaboration, and organizational success (Leider, R. J., 2015). Adam Grant (2014) has written extensively about the importance of purpose in the workplace. In his book "Give and take: why helping others drives our success," he explored how finding purpose and aligning it with meaningful work can enhance job satisfaction, engagement, and overall well-being. Grant emphasized that purpose-driven individuals are more likely to be motivated and make significant contributions to their organizations.

**Efficient perception of reality.** Efficient perception of reality is closely linked to critical thinking and problem-solving skills, as it involves evaluating evidence, analyzing information, and drawing logical conclusions (Halpern, 2014). Adam Grant (2016), in his book "Originals: How Non-Conformists Move the World," discussed the role of perception in fostering innovation and creativity in the workplace. It is important to recognize and challenge conventional thinking, as well as perceive opportunities and risks accurately (Grant, A., 2016). Grant also suggested that a keen perception of reality enables individuals to identify and seize unique opportunities for growth and success.

**Humanitarianism.** Humanitarianism is essential for fostering a culture of empathy, compassion, and social responsibility in the workplace, as it encourages individuals to consider the needs and interests of others in their decision-making and actions (González-Cascos, et al., 2015). Employees who engage in humanitarian activities, such as volunteering, charitable giving, or corporate social responsibility initiatives, experience greater job satisfaction, motivation, and commitment to the organization (Rodell et al., 2018).

**Peak experiences.** According to Abraham Maslow, peak experiences are moments of intense joy, awe, and transcendence that bring a heightened

sense of meaning and fulfillment to one's life. Adam Grant (2016) argued that individuals who have regular peak experiences are more likely to generate novel ideas and challenge the status quo and suggested that organizations should create an environment that encourages and supports employees in experiencing flow and peak moments. Individuals who possess grit, a combination of passion and perseverance, are more likely to experience peak moments in their work (Duckworth, A., 2016). Duckworth (2016) also highlighted the importance of cultivating a sense of purpose and resilience to foster peak experiences in the workplace.

**Good moral intuition.** Good moral intuition is the innate ability to discern right from wrong and make ethical decisions based on our intuitive sense of what is morally right (Jonathan, H., 2015). Dolly Chugh (2018), in her book "The Person You Mean to Be: How Good People Fight Bias," explored the role of moral intuition in addressing biases and promoting inclusive behavior in the workplace. Dolly Chugh (2018) argued that developing moral intuition can help individuals recognize and challenge their own implicit biases, leading to a more equitable and just work environment.

**Creative spirit.** Creative spirit is the lifeblood of innovation and the driving force behind human progress (Robinson, K., 2016). Employees who cultivate a creative spirit are more likely to generate original ideas, identify opportunities for improvement, and develop innovative solutions to complex challenges, leading to organizational growth and competitive advantage (Amabile & Pratt, 2016). Daniel Coyle (2018), in his book "The Culture code: The secrets of highly successful groups," mentioned how highly successful groups work together to build cohesive, motivated cultures and achieve greatness in an organization and that strong cultures are created by a specific set of skills that can be learned and practiced.

### III. METHOD USED

This study utilized the descriptive correlational method to look at the relationships between the level of importance of workplace environment and self-actualization. It is a method used on describing something that involved both independent and dependent variables through descriptive questions (Creswell, 2014).

#### Sources of Data

This study used primary sources of data. The primary data of this study were gathered from

135 respondents who are regular employees of COA Region XI.

**Data Gathering Instrument**

The survey questionnaire was anchored on self-actualization indicators and work environment indicators that was proposed by Kauffman (2018) and Per Lindberg and Eva Vingard (2012), respectively. The researcher did not make any adjustments to these indicators because they are relevant to the purpose of this investigation. The Likert scale is a 5-point scale with five response possibilities that range from strongly agreeing to strongly disagreeing with a statement.

**Statistical Treatment of Data**

In this study, descriptive analysis such as mean and standard deviation were employed in describing the level of importance of work environment and the level of self-actualization

among COA employees in Region XI. Pearson product moment correlation (pearsonr) was used in determining if there is a significant relationship between the level of importance of the work environment and the level of self-actualization.

**IV. RESULTS AND DISCUSSION**

**Level of Importance of Workplace Environment**

**Physical working conditions.** With a mean score of 4.29 and an average standard deviation of 0.8961, the items that measure physical working conditions do have almost identical results as in the previous category. Most of the participants considered physical working conditions as either important or very important in the workplace. Table 3 presented the mean and standard deviation of the five items under this particular category, with not much variation on the respondents' answer.

**Table 1:** Survey results for items that measure physical working conditions.

	<b>Physical Working Conditions</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	I am aware of the risks and hazards of my work environment.	4.36	0.86
2	My department is committed in ensuring the health and safety of its employees.	4.18	0.90
3	The office is regularly cleaned to provide good working conditions.	4.30	0.92
4	The lighting of the office is conducive for work.	4.36	0.88
5	The noise is controlled in the office enough to allow us to work properly.	4.26	0.91
	<b>Overall Score</b>	<b>4.29</b>	<b>0.90</b>

**Psychosocial working conditions.** With a mean score of 4.27 and average standard deviation of 0.886, the respondents considered the psychosocial working conditions as important in the work environment. As shown in Table 4, none of the items have a lower value than 3.5, which means that every item under this category is considered as either important or very important to the respondents in general. The standard deviation values are also lower than 1.5, which indicates that there is not much variation in the answers provided by the respondents, i.e. there is no strong outlier in the survey results. This proves that the respondents are somewhat unified in their answers to the survey, and they are most likely agreeing with the answers of their colleagues.

With reference to Table 2, it can be observed that item 14's response is considerably lower than the other items. The item refers to this aspect of the psychosocial working conditions questionnaire: "I can disagree with my manager or supervisor without fear and reprisal." With a lower mean score than the others, it can be inferred that some of the respondents may not agree with this statement, thereby indicating that some of the respondents' psychological safety is not secured as they are scared to disagree with their supervisors. This is also reflected in item 2, which garnered the highest mean score for all the items. The item refers to "I consciously try to treat others with respect." This result possibly resonates with the respondent's fear of disagreeing with their supervisors and instead, consciously trying to

respect their decisions to the best of their abilities to avoid conflicts.

**Table 2:** Survey results for items that measure psychosocial working conditions.

	<b>Psychosocial Working Conditions</b>	<b>Mean</b>	<b>Std. Dev</b>
1	While at work I feel like I belong to a team.	4.44	0.89
2	I consciously try to treat others with respect.	4.64	0.83
3	My unit/department collaborates effectively with other units/departments within the Organization.	4.38	0.86
4	I enjoy my working place.	4.25	0.94
5	I am satisfied with the way I am treated.	4.33	0.92
6	My unit/department offers the appropriate training or education that I need to prosper in my job.	4.19	0.98
7	My contributions are valued by the members of my unit/department.	4.40	0.86
8	I am satisfied with the received recognition of praise for doing good work.	4.15	0.85
9	In my unit/department, I always get appropriate recognition when I have done something extraordinary.	4.07	0.89
10	My Manager/Supervisor assigns the work fairly.	4.29	0.91
11	I have a positive working relationship with my co-workers.	4.46	0.85
12	I have opportunities to socialize with my co-workers.	4.40	0.87
13	I feel a strong sense of belonging to the department/organization.	4.27	0.95
14	I can disagree with my manager or supervisor without fear and reprisal.	3.81	0.98
15	My supervisor points out the training or education that I need to grow in my job.	4.01	0.97
16	My supervisor gives me constructive feedback on my performance.	4.18	0.86
17	My supervisor effectively communicates with the co-workers.	4.23	0.83
18	We do enough to change things that are not good.	4.05	0.91
19	We have a clear plan of action for the department.	4.13	0.91
20	I possess the necessary resources, tools, or equipment to do my job.	4.20	0.80
21	I respect my co-workers and I trust them.	4.45	0.86



	<b>Psychosocial Working Conditions</b>	<b>Mean</b>	<b>Std. Dev</b>
22	I know what is expected of me at work.	4.41	0.87
23	Information about job vacancies within the Organization is readily available.	4.34	0.85
24	The goals of my unit/department are clear to me.	4.39	0.86
25	I can effectively communicate with my co-workers and supervisor.	4.32	0.86
	<b>Overall Score</b>	<b>4.27</b>	<b>0.89</b>

### Level of Self-Actualization

For this category, the CSAS mean score of the 135 respondents, as shown in Table 11 is 4.175 with an average standard deviation of 0.8539. From the survey results, it can be observed the overall respondents' higher level of self-actualization is due to their above-average CSAS scores. Looking at the per-item basis, most of the respondents do have high or very high self-actualization. Some of the items that received a very high self-actualization score are under the subcategory of Continued freshness of appreciation and Authenticity. The result of this study, specifically on the item Continued freshness of appreciation, indicated that most of the employees in COA Region XI feel appreciated and are more likely to have a positive attitude, enthusiastic about their work, and have a higher level of commitment to the organization. This, in turn, improves the overall morale of the workplace and aligns with the literature by Schwartz (2014) which suggested that recognizing and appreciating employees' efforts and accomplishments not only boosts their self-esteem but also promotes a positive and supportive work environment (Schwartz, T., 2014). Concerning under item Authenticity, the result of the survey revealed that the working environment in COA Region XI fosters a positive work culture as authenticity allows employees to embrace their

strengths, weaknesses, and growth opportunities. When individuals are authentic, they are more likely to seek feedback, learn from their experiences, and pursue personal and professional development. This leads to continuous growth and improvement in both individual and team performance. This aligns with the literature by Frei, F., and Morriss, A. (2020) which proposed that authenticity in the workplace fosters a culture of collaboration, creativity, and adaptability, which drives innovation and growth (Frei, F., and Morriss, A., 2020).

On the other hand, a slightly lower score with standard deviation values that do not go beyond 1.5 can be observed at item 10, under Equanimity. With a relatively lower score, it could mean that the respondents are generally perturbed and bothered like everyone else and could also mean that the respondents are less resilient and cannot manage stress effectively. Further, the result could mean that there are conflicts and tension within the workplace. When employees perceive unfairness or favoritism in decision-making, promotions, or resource allocation, it can lead to interpersonal conflicts and strained relationships among colleagues. This can create a hostile and toxic work environment that hampers teamwork and collaboration.

**Table 3:** Survey results for items that characterize self-actualization based on the CSAS questions.

	<b>Characteristics of Self-Actualization</b>	<b>Mean</b>	<b>Std. Dev</b>
1	I can appreciate again and again, freshly and naively, the basic goods of life, with awe, pleasure, wonder, and even ecstasy, however stale these experiences may have become to others.	4.17	0.91
2	A sunset looks just as beautiful every time I see one.	4.33	0.96
3	I often feel gratitude for the good in my life no matter how many times I encounter it.	4.50	0.86

4	I accept all sides of myself, including my shortcomings.	4.36	0.83
5	I accept all of my quirks and desires without shame or apology.	4.07	0.87
6	I have unconditional acceptance for people and their unique quirks and desires.	4.03	0.91
7	I can maintain my dignity and integrity even in environments and situations that are undignified.	4.35	0.84
8	I can stay true to my core values even in environments that challenge them.	4.34	0.82
9	I take responsibility for my actions.	4.53	0.78
10	I am often undisturbed and unruffled by things that seem to bother most people.	3.81	0.93
11	I am relatively stable in the face of hard knocks, blows, deprivations, and frustrations.	4.09	0.85
12	I tend to take life's inevitable ups and downs with grace, acceptance, and equanimity.	4.28	0.86
13	I feel a great responsibility and duty to accomplish a particular mission in life.	4.33	0.87
14	I feel as though I have some important task to fulfill in this lifetime.	4.30	0.92
15	I have a purpose in life that will help the good of humankind.	4.24	0.79
16	I often have a clear perception of reality.	4.23	0.79
17	I am always trying to get at the real truth about people and nature.	4.06	0.88
18	I try to get as close as I can to the reality of the world.	4.21	0.81
19	I feel a deep sense of identification with all human beings.	4.21	0.85
20	I feel a great deal of sympathy and affection for all human beings.	4.13	0.85
21	I have a genuine desire to help the human race.	3.93	0.86
22	I often have experiences in which I feel new horizons and possibilities opening up for myself and others.	3.99	0.84
23	I often have experiences in which I feel a profound transcendence of my selfish concerns.	4.09	0.82
24	I often have experiences in which I feel one with all people and things on this planet.	4.19	0.77
25	I trust my moral decisions without having to deliberate too much about them.	4.13	0.86

26	I have a strong sense of right and wrong in my daily life.	3.99	0.84
27	I can tell “deep down” right away when I’ve done something wrong.	4.06	0.86
28	I have a generally creative spirit that touches everything I do.	3.96	0.86
29	I bring a generally creative attitude to all of my work.	4.12	0.79
30	I am often in touch with my childlike spontaneity.	4.23	0.81
	<b>Overall Score</b>	<b>4.175</b>	<b>0.8539</b>

**Test of Relationship between the Level of Importance of Workplace Environment and the Level of Self-actualization**

This study aimed to determine if there is a significant relationship between the level of importance of the work environment and the level of self-actualization among the 135 respondents. Both Pearson’s R and Spearman rs were considered to further determine if there is a strong significant relationship. In this study, there is a very high correlation between the level of importance of the work environment and the level of self-actualization using the Pearson R with a p-value of .001. There is also a high correlation between the level of importance of the work environment and the level of self-actualization using the Spearman rs with a p-value of .001. Therefore, it can be implied that higher values on the level of importance of the

work environment could lead to higher levels of self-actualization, and vice versa. The foregoing results are supported by the study of Lucas Alexander Maunz and Jürgen Glaser (2022) which suggests that there is association between socially supporting work environments and employees’ authenticity. This might be because supportive work environments establish a climate of trust and let employees feel safe, which makes it easier for them to be authentic (Maunz, A. and Glaser, J., 2022). Although the study is not directly referring to self-actualization, authenticity is among the characteristics of self-actualization as suggested by Kauffman (2018).

The correlation table between the level of importance of the work environment (A) and the level of self-actualization (B) is presented in Table 18.

**Table 14.** Correlation Matrix between the Level of Importance of Workplace Environment and the Level of Self-Actualization.

<b>Pearson R</b>	<b>work environment</b>	<b>self-actualization</b>
work environment	-	0.72253
self-actualization	0.8517	-

**V. SUMMARY, CONCLUSION, AND RECOMMENDATIONS**

This chapter presented the summary of the key findings based from the comprehensive analysis of the data gathered from the respondents, including the conclusions and recommendations.

**Summary**

This study has identified the profile of 135 respondents, who are regular employees of the COA Region XI, according to sex, civil status, age, educational attainment, salary grade, and number of years in service. The study also measured the level of importance of workplace environment and the level of self-actualization in terms of the profile of respondents. The level of importance of workplace

environment concerning physical and psychosocial working conditions and the level of self-actualization of the respondents were also explored using the indicators of healthy work environments formulated by Per Lindberg and Eva Vingard (2012) and the Characteristics of Self-Actualization Scale (CSAS) proposed by Scott Barry Kaufman (2018), respectively. This study also determined the relationship between the level of importance of workplace environment and the level of self-actualization of the respondents.

The findings of the study revealed that most of the participants considered physical working conditions as either important or very important in the workplace having a mean score of 4.29 and an average standard deviation of 0.8961.

The respondents also considered the psychosocial working conditions important in the workplace environment showing a mean score of 4.27 and an average standard deviation of 0.886. It showed from the results of survey that the overall respondents' level of self-actualization is high due to their above-average CSAS score, showing a mean score of 4.175 and an average standard deviation of 0.8539. The results of the correlational analysis indicate that there is a very high correlation between the level of importance of the work environment and the level of self-actualization using the Pearson R with a p-value of .001. Similarly, there is also a high correlation between the level of importance of the work environment and the level of self-actualization using the Spearman rs with a p-value of .001.

### Conclusion

The study concluded that level of importance of workplace environment and the level of self-actualization have a strong, positive relationship with each other. It can then be hypothesized that valuing the importance of the work environment is essential in cultivating the self-actualization of the employees. Furthermore, developing the self-actualization aspect of the workers, in turn, will give more importance to the work environment. It should also be noted that lowering the value of one factor (either by emphasizing that the work environment is unimportant or demotivating the employees) may result in a decline in another factor.

### Recommendations

The result of the study suggests that the respondents value their psychosocial working conditions, hence this study recommends that employers and supervisors must strive to find the right balance in building on their worker's welfare by enhancing the psychosocial working conditions of the organization. Tension and conflicts in the workplace should be promptly addressed and resolved to maintain a healthy and productive work environment encouraging open communication to create an environment where everyone feels encouraged to express their opinions and concerns without fear of reprisal. Moreover, to create an environment that values diverse perspectives and constructive disagreement within the team, openness and effective communication must be fostered. Motivating factors like valuing the employee's views, such as providing more support and encouraging career development among employees who belong to lower salary grades in

consideration that when people feel secure, safe, socially included, and that they belong in the workplace, they may feel more motivated to work efficiently or feel inspired to meet their highest potential. Finally, this study also recommends that other government agencies and organizations look for more confounding variables and demographic information that may correlate with the factors observed to further solidify the results of this research.

### REFERENCES

- [1]. Amabile, T. M., & Pratt, M. G. (2016). The dynamic componential model of creativity and innovation in organizations: Making progress, making meaning. *Research in organizational behavior*, 36, 157-183.
- [2]. American Psychological Association. (2021). Compounding pressure: Workplace stress in the time of COVID-19. Retrieved from <https://www.apa.org/pubs/reports/work-well-being/compounding-pressure-2021>
- [3]. Amir Kiaei, Y. (n.d.). The Relationship between Metacognition, Self-Actualization, and Well-Being among University Students: Reviving Self-Actualization as the Purpose of Education. <https://doi.org/10.25148/etd.fi14040889>
- [4]. Blau, FD., and Kahn LM. 2017. The Gender Wage Gap: Extent, Trends, and Explanations. *Journal of Economic Literature*, 55 (3): 789-865.
- [5]. Brown, B. (2018). *Dare to Lead*. Penguin Random House. Retrieved from [http://books.google.ie/books?id=hT55ugEACAAJ&dq=Brown,+B.+\(2018\).+Dare+to+Lead:+Brave+Work.+Tough+Conversations.+Whole+Hearts.+Random+House.&hl=&cd=1&source=gbs\\_api](http://books.google.ie/books?id=hT55ugEACAAJ&dq=Brown,+B.+(2018).+Dare+to+Lead:+Brave+Work.+Tough+Conversations.+Whole+Hearts.+Random+House.&hl=&cd=1&source=gbs_api)
- [6]. Carstensen, L. L. (2021). Socioemotional Selectivity Theory: The Role of Perceived Endings in Human Motivation. *the Gerontologist/the Gerontologist*, 61(8), 1188-1196. <https://doi.org/10.1093/geron/gnab116>
- [7]. Chapman, G., & White, P. (2019). *The 5 Languages of Appreciation in the Workplace*. Moody Publishers. Retrieved from <http://books.google.ie/books?id=bN5iDwAAQBAJ&printsec=frontcover&dq=The+5+Languages+of+Appreciation+in+the+Workplace:+Empowering+Organizations+>

- by+Encouraging+People.+Northfield+Publishing.&hl=&cd=1&source=gbs\_api
- [8]. Coyle, D. (2018). *The Culture Code*. Random House. Retrieved from [http://books.google.ie/books?id=YkcyCwAAQBAJ&printsec=frontcover&dq=Coyle,+D.+\(2018\).+The+culture+code:+The+secrets+of+highly+successful+groups.+Bantam.&hl=&cd=1&source=gbs\\_api](http://books.google.ie/books?id=YkcyCwAAQBAJ&printsec=frontcover&dq=Coyle,+D.+(2018).+The+culture+code:+The+secrets+of+highly+successful+groups.+Bantam.&hl=&cd=1&source=gbs_api)
- [9]. COA Mission and Vision. Commission on Audit Official Website. Retrieved September 10, 2023 from <https://www.coa.gov.ph/about-us/vision-and-mission/>
- [10]. Csikszentmihalyi, M. (2018). *Flow: the Psychology of Optimal Experience* by Mihaly Csikszentmihalyi. Retrieved from [http://books.google.ie/books?id=tSD3tgEACAAJ&dq=Flow:+The+Psychology+of+Optimal+Experience&hl=&cd=5&source=gbs\\_api](http://books.google.ie/books?id=tSD3tgEACAAJ&dq=Flow:+The+Psychology+of+Optimal+Experience&hl=&cd=5&source=gbs_api)
- [11]. David, S. (2016). *Emotional Agility*. Retrieved from [http://books.google.ie/books?id=2DzsDAEACAAJ&dq=Emotional+Agility&hl=&cd=2&source=gbs\\_api](http://books.google.ie/books?id=2DzsDAEACAAJ&dq=Emotional+Agility&hl=&cd=2&source=gbs_api)
- [12]. Dessler, G. (2017). *Human Resource Management*. Retrieved from [http://books.google.ie/books?id=DWvYQAACAAJ&dq=Dessler,+G.+\(2017\).+Human+Resource+Management.+Pearson&hl=&cd=1&source=gbs\\_api](http://books.google.ie/books?id=DWvYQAACAAJ&dq=Dessler,+G.+(2017).+Human+Resource+Management.+Pearson&hl=&cd=1&source=gbs_api)
- [13]. Dobrow, Shoshana & Ganzach, Yoav. (2014). Job Satisfaction over Time: A Longitudinal Study of the Differential Roles of Age and Tenure. *Academy of Management Proceedings*. 2014. 13905-13905. [10.5465/AMBPP.2014.13905abstract](https://doi.org/10.5465/AMBPP.2014.13905abstract).
- [14]. Duckworth, A. (2016). *Grit*. Random House. Retrieved from [http://books.google.ie/books?id=p14yCwAAQBAJ&printsec=frontcover&dq=Grit:+The+Power+of+Passion+and+Perseverance&hl=&cd=1&source=gbs\\_api](http://books.google.ie/books?id=p14yCwAAQBAJ&printsec=frontcover&dq=Grit:+The+Power+of+Passion+and+Perseverance&hl=&cd=1&source=gbs_api)
- [15]. Edmondson, A. C. (2018b). *The Fearless Organization*. John Wiley & Sons. Retrieved from [http://books.google.ie/books?id=aZZxDwAAQBAJ&printsec=frontcover&dq=Edmondson,+A.+\(2019\).+The+Fearless+Organization:+Creating+Psychological+Safety+in+the+Workplace+for+Learning,+Innovation,+and+Growth.+Wiley&hl=&cd=1&source=gbs\\_api](http://books.google.ie/books?id=aZZxDwAAQBAJ&printsec=frontcover&dq=Edmondson,+A.+(2019).+The+Fearless+Organization:+Creating+Psychological+Safety+in+the+Workplace+for+Learning,+Innovation,+and+Growth.+Wiley&hl=&cd=1&source=gbs_api)
- [16]. Frei, F., & Morriss, A. (2020). *Unleashed*. Harvard Business Press. Retrieved from [http://books.google.ie/books?id=nUi9DwAAQBAJ&printsec=frontcover&dq=Frei,+F.,+%26+Morriss,+A.+\(2020\).+Unleashed:+The+Unapologetic+Leader%27s+Guide+to+Empowering+Everyone+Around+You.+Harvard+Business+Review+Press.&hl=&cd=7&source=gbs\\_ai](http://books.google.ie/books?id=nUi9DwAAQBAJ&printsec=frontcover&dq=Frei,+F.,+%26+Morriss,+A.+(2020).+Unleashed:+The+Unapologetic+Leader%27s+Guide+to+Empowering+Everyone+Around+You.+Harvard+Business+Review+Press.&hl=&cd=7&source=gbs_ai)
- [17]. Gallup, J., & Serianni, B. (2017). Developing friendships and an awareness of emotions using video games: Perceptions of four young adults with autism. *Education and Training in Autism and Developmental Disabilities*, 52(2), 120-131.
- [18]. Maunz, L. A., & Glaser, J. (2022). Does Being Authentic Promote Self-actualization at Work? Examining the Links Between Work-Related Resources, Authenticity at Work, and Occupational Self-actualization. *Journal of Business and Psychology*, 38(2), 347-367. <https://doi.org/10.1007/s10869-022-09815-1>
- [19]. Grant, A. M. (2014). Give and take : why helping others drives our success. Retrieved from <http://ci.nii.ac.jp/ncid/BB15646400>
- [20]. Grant, E. A. (2016). Summary: 'Originals: How Non-Conformists Move the World' by Adam Grant by edify.me & Adam Grant Small Business & Entrepreneurship. Retrieved from [https://dodol.mccsvs.org/public/1095563942\\_summary\\_originals\\_how\\_non-conformists\\_move\\_by\\_edify\\_me\\_adam.html](https://dodol.mccsvs.org/public/1095563942_summary_originals_how_non-conformists_move_by_edify_me_adam.html)
- [21]. Goleman, D. (2017). *Altered Traits*. Avery Publishing Group. Retrieved from [http://books.google.ie/books?id=AdF0nQAACAAJ&dq=Davidson,+R.,+J.,+%26+Goleman,+D.+\(2017\).+Altered+Traits:+Science+Reveals+How+Meditation+Changes+Your+Mind,+Brain,+and+Body.+Penguin+Books.&hl=&cd=1&source=gbs\\_api](http://books.google.ie/books?id=AdF0nQAACAAJ&dq=Davidson,+R.,+J.,+%26+Goleman,+D.+(2017).+Altered+Traits:+Science+Reveals+How+Meditation+Changes+Your+Mind,+Brain,+and+Body.+Penguin+Books.&hl=&cd=1&source=gbs_api)
- [22]. Haidt, J. (2015). *The Happiness Hypothesis*. Random House. Retrieved from [http://books.google.ie/books?id=etzKCQAAQBAJ&printsec=frontcover&dq=Jonathan+Haidt&hl=&cd=4&source=gbs\\_api](http://books.google.ie/books?id=etzKCQAAQBAJ&printsec=frontcover&dq=Jonathan+Haidt&hl=&cd=4&source=gbs_api)



- [23]. Halpern, D. F. (2014). Critical thinking across the curriculum: A brief edition of thought & knowledge. Routledge.
- [24]. Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. *Journal of applied psychology*, 87(2), 268.
- [25]. Johnson, A. (n.d.). Education as Self-Actualization. [www.linkedin.com. https://www.linkedin.com/pulse/education-self-actualization-andrew-johnson](https://www.linkedin.com/pulse/education-self-actualization-andrew-johnson)
- [26]. Kaufman, S. B. (2018, November 7). Self-Actualizing People in the 21st Century: Integration With Contemporary Theory and Research on Personality and Well-Being. *Journal of Humanistic Psychology*, 63(1), 51–83. <https://doi.org/10.1177/0022167818809187>
- [27]. Leider, R. J. (2015). *The Power of Purpose*. Berrett-Koehler Publishers. Retrieved from [http://books.google.ie/books?id=VZBzCQAAQBAJ&printsec=frontcover&dq=Leider,+R.+J.+\(2014\).+The+Power+of+Purpose:+Find+Meaning,+Live+Longer,+Better.+BerrettKoehler+Publishers&hl=&cd=1&source=gbs\\_api](http://books.google.ie/books?id=VZBzCQAAQBAJ&printsec=frontcover&dq=Leider,+R.+J.+(2014).+The+Power+of+Purpose:+Find+Meaning,+Live+Longer,+Better.+BerrettKoehler+Publishers&hl=&cd=1&source=gbs_api)
- [28]. Lencioni, P. M. (2016). *The Ideal Team Player*. John Wiley & Sons. Retrieved from [http://books.google.ie/books?id=Q2V5CwAAQBAJ&printsec=frontcover&dq=Lencioni,+P.+\(2016\).+The+Ideal+Team+Player:+How+to+Recognize+and+Cultivate+The+Three+Essential+Virtues.+Jossey-Bass&hl=&cd=1&source=gbs\\_api](http://books.google.ie/books?id=Q2V5CwAAQBAJ&printsec=frontcover&dq=Lencioni,+P.+(2016).+The+Ideal+Team+Player:+How+to+Recognize+and+Cultivate+The+Three+Essential+Virtues.+Jossey-Bass&hl=&cd=1&source=gbs_api)
- [29]. *Journal of Healthcare Leadership*, 169–181, DOI: 10.2147/JHL.S221141
- [30]. Lindberg, P., & Vingård, E. (2012). Indicators of healthy work environments – a systematic review. *Work*, 41, 3032–3038. <https://doi.org/10.3233/wor-2012-0560-3032>
- [31]. Maslow, A. H. (1943, July). A Theory of Human Motivation. *Psychological Review*, 50(4), 370–396. <https://doi.org/10.1037/h0054346>
- [32]. Maxwell, J. C. (2018). The 17 Indisputable Laws of Teamwork. HarperCollins Leadership. Retrieved from [http://books.google.ie/books?id=dDCBLbNk9AC&printsec=frontcover&dq=The+17+Indisputable+Laws+of+Teamwork:+Embrace+Them+and+Empower+Your+Team.+HarperCollins+Leadership.&hl=&cd=1&source=gbs\\_api](http://books.google.ie/books?id=dDCBLbNk9AC&printsec=frontcover&dq=The+17+Indisputable+Laws+of+Teamwork:+Embrace+Them+and+Empower+Your+Team.+HarperCollins+Leadership.&hl=&cd=1&source=gbs_api)
- [33]. Mishel, L., & Bivens, J. (2021). Identifying the policy levers generating wage suppression and wage inequality. Economic Policy Institute, 13.
- [34]. Morgan, J. (2017). *The Employee Experience Advantage*. John Wiley & Sons. Retrieved from [http://books.google.ie/books?id=nT5GDgAAQBAJ&printsec=frontcover&dq=The+Employee+Experience+Advantage:+How+to+Win+the+War+for+Talent+by+Giving+Employees+the+Workspaces+they+Want,+the+Tools+they+Need,+and+a+Culture+They+Can+Celebrate&hl=&cd=1&source=gbs\\_api](http://books.google.ie/books?id=nT5GDgAAQBAJ&printsec=frontcover&dq=The+Employee+Experience+Advantage:+How+to+Win+the+War+for+Talent+by+Giving+Employees+the+Workspaces+they+Want,+the+Tools+they+Need,+and+a+Culture+They+Can+Celebrate&hl=&cd=1&source=gbs_api)
- [35]. Mosley, E., & Irvine, D. (2014). The Power of Thanks: How Social Recognition Empowers Employees and Creates a Best Place to Work. Retrieved from <http://ci.nii.ac.jp/ncid/BB19358601>
- [36]. Nielsen et al., M. (2017, February 10). 5 review articles. *HERMES - Journal of Language and Communication in Business*, 10(19), 207. <https://doi.org/10.7146/hjlc.v10i19.25439>
- [37]. Occupational health: Stress at the workplace. (2020, October 19). World Health Organization. Retrieved October 9, 2023, from <https://www.who.int>
- [38]. Podsakoff, N. P., Podsakoff, P. M., MacKenzie, S. B., Maynes, T. D., & Spoelma, T. M. (2014). Consequences of unit-level organizational citizenship behaviors: A review and recommendations for future research. *Journal of Organizational Behavior*, 35(S1), S87–S119.
- [39]. Pow, Stephen & Stahnisch, Frank. (2014). *The Organism: A Holistic Approach to Biology Driven from Pathological Data in Man* by Kurt Goldstein. *Journal of the History of the Neurosciences*. 23. 330–332. 10.1080/0964704X.2013.860512.
- [40]. Rainey, H. G., Fernandez, S., & Malatesta, D. (2021). *Understanding and Managing Public Organizations*. John Wiley & Sons. Retrieved from <http://books.google.ie/books?id=MWEuEAAAQBAJ&printsec=frontcover&dq=Un>

- derstanding+and+Managing+Public+Organizations&hl=&cd=1&source=gbs\_api
- [41]. Ryan, R. M., & Deci, E. L. (2018). *Self-Determination Theory*. Guilford Publications. Retrieved from [http://books.google.ie/books?id=th5rDwAAQBAJ&printsec=frontcover&dq=selfDetermination+Theory&hl=&cd=1&source=gbs\\_api](http://books.google.ie/books?id=th5rDwAAQBAJ&printsec=frontcover&dq=selfDetermination+Theory&hl=&cd=1&source=gbs_api)
- [42]. Schneider, B., Ehrhart, M. G., Mayer, D. M., Saltz, J. L., & Niles-Jolly, K. (2017). Understanding organization-customer links in service settings. *Academy of Management Journal*, 60(6), 1974–2002
- [43]. Schwartz, T., Gomes, J., & McCarthy, C. (2010). *The Way We're Working Isn't Working*. Simon and Schuster. Retrieved from [http://books.google.ie/books?id=irHi3KVEDjcC&printsec=frontcover&dq=The+Way+We%27re+Working+Isn%27t+Working:+The+Four+Forgotten+Needs+That+Engineer+Great+Performance.+Free+Press.&hl=&cd=1&source=gbs\\_api](http://books.google.ie/books?id=irHi3KVEDjcC&printsec=frontcover&dq=The+Way+We%27re+Working+Isn%27t+Working:+The+Four+Forgotten+Needs+That+Engineer+Great+Performance.+Free+Press.&hl=&cd=1&source=gbs_api)
- [44]. Scott, K. (2019). *Radical Candor: Fully Revised & Updated Edition*. St. Martin's Press. Retrieved from [http://books.google.ie/books?id=cCqLDwAAQBAJ&printsec=frontcover&dq=Radical+Candor:+Be+a+KickAss+Boss+Without+Losing+Your+Humanity&hl=&cd=1&source=gbs\\_api](http://books.google.ie/books?id=cCqLDwAAQBAJ&printsec=frontcover&dq=Radical+Candor:+Be+a+KickAss+Boss+Without+Losing+Your+Humanity&hl=&cd=1&source=gbs_api)
- [45]. Sheikhy, A. and Khademi, Z. (2015). Investigate the relationship demographic factors and job attitudes with employees' loyalty, higher education centers in Sirjan. *Journal UMP Social Sciences and Technology Management*, Vol. 3, N. 3, pp. 448-455.
- [46]. Shuck, B., & Reio Jr, T. G. (2014). Employee engagement and well-being: A moderation model and implications for practice. *Journal of Leadership & Organizational Studies*, 21(1), 43-58.
- [47]. Stone, P. W., Mooney-Kane, C., & Larson, E. L. (2017). "Appropriate staffing: A concept analysis." *Journal of Nursing Administration*, 47(12), 612-617.
- [48]. Sutton, R. I. (2017b). *The Asshole Survival Guide*. Penguin UK. Retrieved from [http://books.google.ie/books?id=9MupDgAAQBAJ&printsec=frontcover&dq=Sutton,+R.+\(2017\).+The+Asshole+Survival+Guide:+How+to+Deal+with+People+Who+Treat+You+Like+Dirt.+Houghton+](http://books.google.ie/books?id=9MupDgAAQBAJ&printsec=frontcover&dq=Sutton,+R.+(2017).+The+Asshole+Survival+Guide:+How+to+Deal+with+People+Who+Treat+You+Like+Dirt.+Houghton+Mifflin+Harcourt.&hl=&cd=1&source=gbs_api)
- [49]. Thompson, L., Davis, S., & Martinez, R. (2020). The Influence of Salary Grade on the Importance of Work Environment: A Comparative Analysis. *Journal of Applied Psychology*, 105(3), 345-362.
- [50]. United Nations Department of Economic and Social Affairs. (2019). *World Population Prospects 2019*. Retrieved from <https://www.un.org/development/desa/pd/news/world-population-prospects-2019-0>
- [51]. Wood, J., Oh, J., Park, J., & Kim, W. (2020, May 25). The Relationship Between Work Engagement and Work-Life Balance in Organizations: A Review of the Empirical Research. *Human Resource Development Review*, 19(3), 240–262. <https://doi.org/10.1177/1534484320917560>
- [52]. Wood, W., & Eagly, A. H. (2015). Two traditions of research on gender identity. *Sex Roles: A Journal of Research*, 73(11-12), 461–473. <https://doi.org/10.1007/s11199-015-0480-2>
- [53]. World Health Organization. (2014). *Defining sexual health*. Retrieved from <https://www.who.int/teams/sexual-and-reproductive-health-and-research/key-areas-of-work/sexual-health/defining-sexual-health>