

Workplace Environmental Factors and Employee Productivity: An Empirical Assessment

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ABSTRACT

This study empirically assessed the relationship between workplace environmental factors and employee productivity within selected administrative offices at Mindanao State University-Main Campus. Utilizing a descriptive research design, data were collected from 98 employees via a structured questionnaire. The research examined employees' level of awareness regarding their workplace environment across four domains—economic, political, social, and physical—and assessed the perceived effect of these environments on their productivity. Findings indicate that respondents were moderately aware of the various factors constituting their workplace

environment. The overall impact of these environmental factors on employee productivity was perceived as neutral. However, the study identified moderate problems, including delayed salaries, perceived favoritism, lack of recognition, and inadequate physical workspace and facilities. The study concludes that while employees are cognizant of their work environment, these factors do not strongly drive or hinder productivity in a uniformly positive or negative direction, yet persistent operational and relational issues exist. Recommendations include enforcing transparent and timely payroll processes, promoting fairness and recognition, organizing team-building activities, providing ethics training, and improving physical workspace conditions to foster a more conducive and productive work environment.

Keywords: workplace environment, employee productivity, economic environment, political environment, social environment, physical environment, administrative offices

INTRODUCTION

The employees' productivity is the lifeblood of any organizational development. Nitisemito (1992) state that working environment is both an external and an internal condition that can influence working spirit and result in instantly finished jobs. Work environment can be anything that exists around the employee and can affect how he performs his duties.

Factors of workplace environment play an important role towards the employees' performance. The factors of workplace environment give an immense impact to the employees'

either towards the negative outcomes or the positive outcomes (Chandrasekar, 2001). When employees are physically and emotionally fit will have the desire to work and their performance outcomes shall be increased. Moreover, a proper workplace environment helps in reducing the number of absenteeism and thus can increase the employees' performance which leads to increased productivity at the workplace (Boles et al.2004). Moreover, various literature pertains to the study of multiple offices and office buildings indicated that the factors such as dissatisfaction, cluttered workplaces and the physical environment are playing a major role in the loss of employees' productivity (Carnevale 1992, Clements- Croome 1997).

In fact, Pech and Slade (2006) also argued that the employee disengagement is increasing, and it becomes more important to make workplaces that positively influence workforce. According to Roeloelofsen, the working environment is perhaps a key root causing employee's engagement or disengagement.

Moreover, there is no question that productivity in any organization is important for the good performance of the organization. Identifying the factors that influence productivity is research done over the years all over the world indicate that productivity is affected by relatively few factors, some of which are organizational specific while others can be seen as universal (Gikonyo 2017).

Therefore, this study aims to investigate the contributory factors that affects the employees' productivity in relation to its workplace environment. As to the researchers, Employees are one of the crucial components in the organization since they are the one who give their best in order to fulfill the organization's objectives and goal successfully and efficiently. This has challenged the researcher to examine the workplace environment and its contributing variables affects employees' productivity in Mindanao State University-Main Campus's selected administrative offices.

Statement of the problem

The study aimed to investigate the workplace environment and its contributory factors affecting employees' productivity among the selected administrative offices in Mindanao State University. To make this possible, the researchers conducted a study to determine the importance of employees' productivity in terms of workplace environment in Mindanao State University selected administrative offices.

Specifically, this study sought to answer the following questions;

1. What is the level of awareness of the respondent on the workplace environment in terms of;
 - a. Economic Environment
 - b. Political Environment
 - c. Social Environment
 - d. Physical Environment
2. What is the level of agreement on the effect of workplace environment on the respondent's productivity in terms of;
 - a. Economic Environment
 - b. Political Environment

- c. Social Environment
- d. Physical Environment
3. What are the problems and challenges?
4. What are the suggested recommendations?

Theoretical Framework

Various of theories and approaches have been generally employed to determine the factors that affects employee's productivity in relation to its workplace environment. According to Amato (2008) theoretical background helps researchers to generalize the various aspect of an observed phenomenon from simply describing it and identifies their limit. This study is grounded on three theories: Herberg Two Factor Theory and the Affective Events Theory.

Theoretically, workplace environment and its contributory factors affecting employees' productivity are expected within the scope of this research. Understanding such factors may aid in ameliorating the workplace environment, increasing employee's productivity, and providing adequate services in a more efficient manner.

Herzberg Two Factor Theory

The Two Factor Theory was advanced by Frederick Herzberg in 1959. This study is grounded on this theory that has been explored by various scholars to explain the relation between workplace environment and employee performance. Herzberg defined two sets of factors in deciding employees' working attitudes and levels of performance, named motivation and hygiene factors (Robbins and Judge, 2007). He stated that motivation factors are intrinsic factors that will increase employees' job satisfaction; while hygiene factors are extrinsic factors to prevent any employees' dissatisfaction. The theory pointed out that improving the environment in which the job is performed motivates employees to perform better.

Herzberg's theory concentrates on the importance of internal job factors as motivating forces for employees. He wanted to create the opportunity for employees to take part in planning, performing, and evaluating their work (Schultz et al., 2010). The content of the theory has been widely accepted as relevant in motivating employees to give their best in organizations. Further research has proved that the employee is more motivated by intrinsic factors as captured by Herzberg's motivator needs than anything else.

There are however other schools of thought that share a different opinion from Herzberg's. One such scholar is King (2005) who sought to eradicate and evaluate five distinct versions of the Two Factor theory. He concluded that two versions are invalid as they are not supported by any empirical studies.

However, the two-factor theory can be said to be a truly outstanding specimen for it to last a long period of time without disapproval. It has been a great influence on the body knowledge about workplace motivation and performance. It has generated a great amount of further research by many scholars. It draws its thought from Maslow's famous hierarchy of needs theory and human behavior. However due to changes in organizational environment and the advancement in technology, it is necessary to develop new methods of analysis. This will provide new ways of conducting research and reevaluating the results of existing findings.

Affective Events Theory

The theory was advanced by Howard M. Weiss and Russel Cropanzano in 1996 (Phua, 2012). The Affective Events Theory explains the link between employees' internal influences and their reactions to incidents that occur in their work environment that affect their performance, organizational commitment, and job satisfaction. It proposes that positive inducing as well as negative emotional incidents at work have significant psychological impact on employees' job satisfaction. The impact results into lasting reactions exhibited through job satisfaction, organizational commitment, and job performance.

According to Ashton-James and Ashkanasy (2005) research to date has supported the central tenets of AET that workplace events trigger affective responses in employees and that these affective responses influence workplace cognition and behavior. They assert that AET is both empirically and theoretically, restricted to events that are internal to the organization. The theory also considers how specific events at work other than job characteristics lead to specific emotional and behavioral responses (Briner, 2000). He posits that these events or things that happen at work affect the well-being of employees thus affecting their performance.

Maslow's Hierarchy of Needs Theory

Abraham Maslow defined need as a physiological or psychological deficiency that a person feels the compulsion to satisfy. This need can create tensions that can influence a person's work attitudes and behaviors. Maslow formed a theory based on his definition of need that proposes that humans are motivated by multiple needs and that these needs exist in a hierarchical order. His premise is that only unsatisfied need can influence behavior; a satisfied need is not a motivator (Ramlall, 2004).

A person starts at the bottom of the hierarchy and will initially seek to satisfy basic needs (e.g. food, shelter). Once these physiological needs have been satisfied, they are no longer a motivator. The individual moves up to the next level. Safety needs at work could include physical safety (e.g. protective clothing) as well as protection against unemployment, loss of income through sickness etc).

Social needs recognize that most people want to belong to a group. These would include the need for love and belonging (e.g. working with colleague who supports you at work, teamwork, communication). Esteem needs are about being given recognition for a job well done. They reflect the fact that many people seek the esteem and respect of others. A promotion at work might achieve this. Self-actualization is about how people think about themselves - this is often measured by the extent of success and/or challenge at work (Ramlall, 2004).

One should also take care that employees don't just work for financial incentives. One should create an environment where employees like to come to work because they enjoy their jobs hence increase performance. Incentives also motivate the employees when you want them to go that extra mile to achieve your targets. Maslow's model has great potential appeal in the business world. The message is clear - if management can find out which level each employee has reached, then they can decide on suitable rewards (Ramlall, 2004).

Equity Theory

Equity Theory was introduced by John Stacey Adams in 1963 (Adams, 1963), originally, for application in the organisational context. The theory was developed against the lack of theoretical explanation of the psychological basis of inequity perception (Adams, 1963). Equity Theory was based on three theories of social science and psychology, namely, Social Exchange Theory, Social Comparison Theory and the Theory of Cognitive Dissonance (Huseman, Hatfield & Miles, 1987; Adams, 1963). Social Exchange Theory postulates that social relations are rooted in subjective evaluation of the costs and benefits of participating in relations (Blau, 1986; Homans, 1961). Social Comparison Theory explains the mechanism through which people evaluate the degree to which the distribution of costs and rewards is fair or unfair in social exchange relations. It was found that the evaluation of perceived fairness by employees of different groups in one division in an organisation made it possible to conclude that the rewards were not considered to be fair if input was higher compared to that of other colleagues (Adams, 1963).

There were two primary objectives of the Equity Theory. First, the theory aimed to explain how people evaluate the degree to which interpersonal relations are fair. The second objective of the theory was to explain the effect of inequitable relations. To realise the objectives, the determinants/main elements that people consider when they evaluate equity were conceptualised (Adams, 1963; Adams & Freedman, 1976).

There are five main principles postulated by the theory. First, the relations of people are built on an equity norm (Adams, 1963). Individuals are profit-driven per se and expect the outcome to be equal rewards minus costs. In the group context, equitable relations between members of the group are expected to benefit other members. Hence, members of the group will reward fellow members, who treat others equitably and punish those who treat others inequitably (Walster, Berscheid & Walster, 1973).

Second, the evaluation of equity results from the assessment of personal inputs/outputs against inputs/outputs of other people in the social exchange relations. Equity is perceived when the ratio of input/output is equal to the input/output of other people. Individuals either refer to a specified referent person or a generalized other to draw the comparison. The specified person can even be oneself, which means that the person refers to their own experience in the past in terms of the rewards received for their contributions. Generalised comparison assumes comparing one's input/output ratio against the commonly accepted standards or predefined social norms (Greenberg, 1987). In addition, specified or generalised others can be external (from different social groups) or internal (people within the same social group) (Scholl, Cooper & McKenna, 1987).

Third, unequal distribution of rewards against contributions leads to inequity perception. For example, in the organisational context, inequity happens whenever employees' inputs (education, qualification, responsibilities) and outputs (bonuses, salary and job security) are psychologically obverse to what an employee thinks that other people receive (Festinger, 1962; Voußem, Kramer & Schäffer, 2016; Kim, Edwards & Shapiro, 2015).

Fourth, inequity results in the psychological discomfort due to the inconsistency between personal outcomes and the referent other. Negative inequity (the perception that an individual

received fewer rewards compared to contributions) and positive inequity (which is the perception that rewards are greater than the contributions) triggers distress associated mostly with the feeling of anger and guilt. The greater the inequity, the stronger is the distress that people feel (Walster, Berscheid & Walster, 1973; Adams, 1963).

Fifth, if any of the forms of inequity are perceived, the person aims to restore inequity either psychologically or physically in pursuit of eliminating the emotional tensions associated with inequity perception. Psychological and physical mechanisms to cope with distress are directed at either redistributing personal or others' input/output to eliminate discrepancy, cognitively change the perception or attitude to the input/output (Scholl, Cooper & McKenna, 1987; Walster, Berscheid & Walster, 1973; Adams, 1963).

The theory distinguishes seven specific forms of coping mechanism: 1) compensation for inequity, 2) self-deprivation, 3) devaluation of the input of the other party of relations, 4) self-affirmation, 5) denial of responsibility for the act, 6) justification of inequity, and 7) retaliation against the party of relations causing inequity. Although the theory has not examined the effect of personality factors, it assumes that the response to inequity may differ depending on personality factors (Walster, Berscheid & Walster, 1973).

Conceptual Framework

Based on the study, the workplace environment and its contributory factors affecting employees' productivity can be conceptualized and depicted in figure 1.

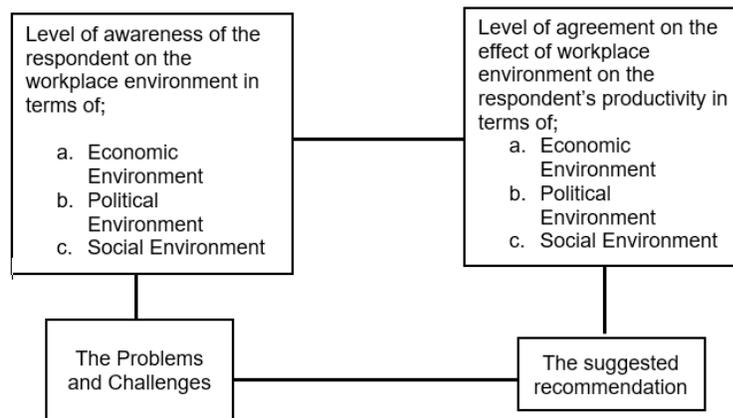


Figure 1. The Schematic Diagram used in the study

The researcher developed a conceptual framework to show and give better understanding to the workplace environment and its contributory factors affecting the employee's productivity. The level of the respondent on the workplace environment perceived as the independent variable in this study, while the level of agreement on the effect of workplace environment on respondent's productivity was the dependent variable. The problems and challenges are being perceived as the

intervening variables in which the suggested recommendation is dependent on it. Therefore, this study determined and examined the factors that affects employee's productivity in relation to its workplace environment in the select administrative offices in Mindanao State University-Main Campus, Marawi City.

METHODS

This chapter concentrates on the discussion of the research methods and procedures adhered to by the researchers to answer systematically the specific problems posed for investigation. Specifically, the research design, locale of the study, population and sample, sampling techniques, methods of data gathering, and statistical treatment of the data used for the accurate data analysis and interpretation were explained in this chapter.

Research Design

This study utilized a descriptive research method. Accordingly, Descriptive research is defined as one involving of facts concerning the status of the subject study, (Gay, 1976 as cited by Seville et. Al, 1977).

This research method produces logical, statistical, and unbiased findings. Data was gathered in a structured manner and on a larger sample size that represented the entire population.

Research Locale

This study was conducted at Mindanao State University Main Campus, Marawi City specifically in select administrative offices. Namely, Human Resource Development Office, Office of the Administrative Services Division, University Business Office, Physical Plant Division, Community Relations Office, House Management Division, Institutional Research and Evaluation Office and Motor Poll and Water System Division. Mindanao State University is a public coeducational institution of higher education and research in the Islamic city of Marawi, Philippines. Founded in 1961, it is the flagship and the largest campus of the Mindanao State University System.



Figure 2. Satellite Map of the Mindanao State University-Main Campus

Population and Sample

There are twenty-seven (27) administrative offices in Mindanao State University, they are the office of Vice Chancellor for Administration and Finance, office of the Assistant Vice Chancellor for Administration and Finance, office of Presidential Management staff, office of Administrative Services, office of Human Resources Development, office of Legal Service Division, Campus/System Budget office, University Business Office, University Chief Accountant Finance office, University Chief Cashier office, Physical Plant Division office, office of Motor Pool and Water System Division, office of Supply and Proper Management Division, Property Division office, Office of Alumni Relations, Housing Management Division office, Institutional Research and Evaluation office, Community Relations office, office of Auxiliary Service Division, office of Food Service Division, University Hostel and VIP lounge office, office of Commission on Audit, MSU-Manila Information Office, Radio and Telecommunication Office, office of Communications Division, office of Security Services Department or Fire Department and office of Internal Fiscal Review.

The researchers purposely select 30% only on the administrative offices in Mindanao State University-Main Campus, Marawi City. The eight (8) selected offices are the Human Resource Development office it has (32) employees and only 10 respondents were selected, Administrative Service Division office with (16) employees and only 5 respondents were selected, University Business office has (12) employees and only 4 respondents were selected, Physical Plant Division office has (90) employees and 27 respondents were selected, Community Relations office has (19) employees and respondents were selected, Housing Management Division office has (95) employees and 28 respondents were selected, Institutional Research and Evaluation office has (14) employees and only 4 respondents were selected and Motor pool and Water System Division office has (48) employees and only 14 respondents were selected. The total population was 326 which 30 percent on each selected administrative office are selected.

This choice was significantly influenced by the assumption that the MSU-Marawi City employees was used for the researchers to identify easily who will be reaching out for the said sampling techniques. To arrive at the sample of the study, the researcher considered 30% of the total population on the eight selected administrative offices.

There were 98 respondents chosen by the researcher to answer the questions and to gain reliable and needed answer for the study.

Sampling Technique

The 98 respondents were chosen from the employees of MSU using non-probability sampling. Hence, Purposive sampling was used in the study in which researcher purposely picked cases that are reasonably related to the workplace environment and its contributory factors affecting employee's productivity in Mindanao State University.

Data Collection Methods

The data gathering used in this research is a structured questionnaire as a major tool to obtain the desire data. The questions were composed of four categories, first category is the level of awareness of the respondent on the workplace environment in terms of economic environment,

political environment, and social environment. Second is about the level of agreement on the effect of workplace environment on the respondent's productivity in terms of economic environment, political environment, and social environment. And lastly, the problems and challenges.

The primary source of data of this study is the structured questionnaire that was distributed to the respondents. To ensure the question be understood clearly, there was an interview. The second source are from the related books, thesis or journal and lastly is from electronic source such as internet.

Statistical Tools

Simple descriptive statistical tool such as frequency and percentage distribution and weighted mean were used to analyze the data of the study and to facilitate the compilation of data from the respondents. The formula is shown below:

Percentage Formula

$P=f/n (100)$ Where

P is the percentage

F is the frequency

N is the number of respondents

100 is the constant

Weighted mean

The weighted mean involves multiplying each data point in a set by a value which is determined by some characteristic of whatever contributed to the data point. Presented with the set of effect sizes, the researcher could weight each one by the sample size for that study (Juby, 2018).

$$X = \frac{\sum_{i=1}^n (x_i * w_i)}{\sum_{i=1}^n w_i}$$

Likert Scale was used to minimize the interviewer effect. That is, a participant's response is likely to be influenced by the behavior the researcher shows how the question is presented. This is the following steps to consider in this study.

Likert Scale

Part 1 and Part 2.

Numerical Value	Verbal Interpretation
4.20 – 5.00	5 - Extremely Aware / Major Effect
3.40 – 4.19	4 - Moderately Aware / Moderate Effect
2.00 – 3.39	3 - Somewhat Aware / Neutral

1.80 – 2.59	2 - Slightly Aware / Minor Effect
1.00 – 1.79	1 - Not all Aware / No effect

Part 3.

Numerical Value	Verbal Interpretation
3.00 – 3.75	4 - Serious Problem
2.25 – 2.99	3 - Moderate Problem
1.50 – 2.24	2 - Minor Problem
0.75 – 1.49	1 - Not all problem

Methods of Data Analysis

The information and data acquired from the questionnaires were examined in this study using mathematical calculations, methodical classification, and rigorous examination of the data's results. The coding scheme is the first thing to think about. To convert vocally conveyed information into numerical representations. This is used to categorize the findings based on the data obtained from the surveys. Data tabulation will also be used by the searchers to simply classify the specified criterion. Second, when it comes to assessing the data, the researchers employed a descriptive statistical approach to assess the data's frequency distribution. Following these steps will present reasonable conclusions and interpretation of the data.

RESULTS AND DISCUSSIONS

This chapter consists of data presentation, analysis, and interpretation of findings of the data collected by researcher during the data collection. These are presented by tables, and each is further elaborated, the result and outcomes obtained are analyzed and summarized.

Part 1. Level of awareness of the respondent on the workplace environment.

Table 2.

Frequency Count, Weighted mean, and Verbal Interpretation Distribution on Level of awareness of the respondent on the workplace environment in terms of economic, political, social, and physical environment.

VARIABLE	EA 5		MA 4		SA 3		SLA 2		NA 1		WM	VI
	F	%	F	%	F	%	F	%	F	%		
A. Economic Environment												

1. Salary commensurate to the job description.	19	19.38	29	29.59	24	22.44	21	21.24	5	5.10	3.37	SA
2. Received the bonuses and other benefits entitled to the employee.	33	33.67	21	21.24	15	15.30	23	23.46	6	6.12	3.53	MA
3. Reasonable expenses for everyday life as an employee.	14	14.28	33	33.67	34	34.69	15	15.30	2	2.04	3.43	MA
B. Political Environment												
1. Structured policies, rules, and regulations in the workplace.	32	32.65	25	25.51	21	21.24	14	14.28	6	6.12	3.64	MA
2. Competency of the leader.	20	20.40	38	38.77	26	26.53	13	13.26	1	1.02	3.64	MA
3. Obedience of the employees to the policies and rules.	16	16.32	32	32.65	38	38.77	10	10.20	2	2.04	3.51	MA
C. Social Environment												
1. Good communication among the employees.	22	22.44	44	44.89	17	17.34	7	7.14	8	8.16	3.66	MA
2. Good ethics of the employees toward their supervisor.	22	22.44	36	36.73	25	25.51	13	13.26	2	2.04	3.64	MA
3. Good ethics among the employees.	14	14.28	42	42.85	28	28.57	13	13.26	1	1.02	3.56	MA
D. Physical Environment												
1. Free from Risks and hazards of the workplace environment.	15	15.30	43	43.87	26	26.53	9	9.18	5	5.10	3.55	MA
2. Cleanliness of the workplace as a whole.	10	10.20	38	38.77	31	31.63	17	17.34	2	2.04	3.38	SA
3. Structure of the workplace.	16	16.32	42	42.85	20	20.40	15	15.30	5	5.10	3.5	MA
Over-all Weighted Mean									3.53		Moderately Aware	
Over-all Verbal Interpretation												

Legend: EA - Extremely Aware
 MA - Moderately Aware

SA - Somewhat Aware
SLA - Slightly Aware
NA - Not at all aware

Table 1 shows the respondents' responses of their level of awareness on the workplace environment in terms of economic, political, social, and physical environment.

In terms of economic environment, it goes over the statement "Salary commensurate to the job description" majority of them respond with Moderately Aware with the weighted mean of 3.37. When it comes to "received bonuses and other benefits entitled to the employee" it shows that most of them respond an Extremely Aware with the weighted mean of 3.53 with the verbal interpretation of Moderately aware. some of the employee aware on the bonuses in the work if the worker has a good performance of, they are doing their job properly. On the other hand, the "reasonable expenses for everyday life as an employee" majority of the respondents respond Slightly aware and with the weighted mean of 3.43.

In political environment, "the structured policies, rules, and regulations in a workplace" many of them response an Extremely aware and with the weighted mean of 3.64 and with the verbal interpretation of Moderately Aware. In terms of "competency of the leader" majority of the respondents respond a Moderately Aware total of 38, with the weighted mean of 3.64 and verbal interpretation of Moderately Aware. While the "obedience of the employees to the policies and rules" majority of the respondents responds are slightly aware with the weighted mean of 3.51 and verbal interpretation of Moderately Aware.

In terms of social environment, the "good communication among the employees" which most of their response are moderately aware, with the weighted mean of 3.66 and the verbal Interpretation of Moderately Aware. "Good ethics of the employees toward their leader" verbal interpretation here is Moderately Aware and with the weighted mean of 3.64. In terms of the "good ethics among the employees" the verbal interpretation here is Moderately Aware and with the weighted mean of 3.56.

Moreover, in physical environment, they believe that statement of indicator "free from risks and hazards of the workplace environment" majority of the respondents answered it as a Moderately Aware with the weighted mean of 3.55. while the indicator of "cleanliness of the workplace as a whole" is slightly aware with the weighted mean of 3.38. In terms of "structure in the workplace the respondent verbal interpretation is Moderately Aware and with the weighted mean of 3.5.

To sum it up, the data presented that majority of the respondents responded in terms of verbal interpretation are "Moderately Aware" and in terms of over-all weighted mean was 3.53, to perceive, the acknowledgement of their performance in their workplace would make them comfortable in such ways.

It implies that the respondents are not hundred percent well-oriented and aware to the office rules, regulation, and policies. Also, the salary, bonuses and benefits that are entitled to them. It also implies that despite the fact that employees have a good working relationship, there is still

conflict and disagreement. Furthermore, due to the structure of the place is not huge, the cleanliness of their workplace is not particularly hygienic.

Therefore, Employees in the selected administrative office in Mindanao State University are all aware about their workplace environment. Respondents are conscious about the salary commensurate to their job description, bonuses, benefits, and their everyday expenses. They are also aware on the policies, rules and regulation inside their respective office, the competency of their leader and their obedience to the policies ad rules.

In addition, the respondents are conscious about the good communication among the employees, good ethics toward their leader or supervisor and among the employees. Lastly, respondents are conscious about the risk and hazards inside their workplace, the cleanliness and structure of the workplace. With the comfortable, satisfactory, and motivating workplace, it can give the employees a good communication to the co-worker or leader which is generally helping the employees to connect each other. They could follow the policies, rules and regulation of the said office and it could make them work efficiently because of the influence of the supervisor, it is manifesting through the built good relationship in the workplace. Furthermore, comfortable workplace, the bonuses and other benefits entitled to the employee boosts and motivate an employee to have determination to work hard and make them work effectively and efficiency.

As cited in the study of Taiwo, 2009, employees ‘goals achievement in this theory is by creating of work environment attractive, comfortable, satisfactory and motivating to employees to give them a sense of pride and purpose in what they do. How working environment is designed and occupied affects not only how people feel, but also their work performance, commitment to their employer, and the creation of new knowledge in the organization

Part 2. Level of agreement on the effect of workplace environment on the respondent’s productivity.

Table 3.

Frequency Count, Weighted mean and Verbal Interpretation Distribution on level of agreement on the effect of workplace environment on the respondent’s productivity in terms of economic, political, social and physical environment.

VARIABLE	ME 5		MOE 4		N 3		MIE 2		NE 1		WM	VI
	F	%	F	%	F	%	F	%	F	%		
A. Economic Environment												
1. The employees received the right amount of salary.	19	19.38	30	30.61	20	20.40	15	15.30	14	14.28	3.25	N
2. The employees timely received their bonuses and other benefit entitled to them.	12	12.24	21	21.42	50	51.02	12	12.24	3	3.06	3.27	N

3. Salary is adequate to meet family's basic need.	12	12.24	21	21.42	32	32.65	30	30.61	3	3.06	3.09	N
B. Political Environment												
1. The supervisor of the office is fair and just in all their action and decision.	8	8.16	42	42.85	23	23.46	18	18.36	7	7.14	3.26	N
2. The leader of the employees is competent enough.	19	19.38	31	31.63	32	32.65	12	12.24	4	4.08	3.48	MOE
3. The office provides clear policy and good administration.	25	25.51	22	22.44	32	32.65	14	14.28	5	5.10	3.5	MOE
C. Social Environment												
1. A harmonious relationship exists between supervisors and subordinates in the office.	28	28.57	22	22.44	27	27.55	13	13.26	8	8.16	3.5	MOE
2. There is a proper work ethics between the employees and the supervisor.	13	13.26	39	39.79	25	25.51	15	15.30	6	6.12	3.38	N
3. There is a proper work ethics among the employees.	14	32.65	40	40.81	32	32.65	10	10.20	2	2.04	3.55	MOE
D. Physical Environment												
1. The employees are comfortable in the workplace.	13	13.26	23	23.46	40	40.81	12	12.24	10	10.20	3.17	N
2. The workplace is clean.	11	11.22	32	32.65	34	34.69	12	12.24	9	9.18	3.24	N
3. The overall infrastructure provided by the organization is satisfying and environmentally friendly.	8	8.16	32	32.65	38	38.77	12	12.24	8	8.16	3.20	N
Over-all Weighted Mean									3.32		Neutral	
Over-all Verbal Interpretation												

Legend:
ME – Major Effect
MOE – Moderate Effect
N - Neutral
MIE – Minor Effect

NE – No Effect

Table 2 shows the frequency, percentage, weight mean, and verbal interpretation of the level of agreement on the effect of the workplace environment in the selected administrative offices in Mindanao State University – Marawi City.

In the economic environment variable, the respondents' answered the statement "the employees received their bonuses and other benefits on time" which the verbal interpretation is Neutral with the weighted mean of 3.27, followed by the statement "the employees received the right amount of salary" which most of the respondents responded Neutral with the weighted mean of 3.25, and the statement indicator "salary is adequate to meet their needs" wherein most of the respondents responded Neutral with the weighted mean of 3.09.

In the political environment variable, most respondents respond neutral to the statement indicator "the office supervisor is fair and just in all their actions and decisions" with the weighted mean of 3.26, while the statement indicator "the leader of the employees is competent enough" has the weighted mean of 3.48, and the statement indicator "the office provides clear policy and good administration" has the weighted mean of 3.5.

In the social environment variable, the statement indicator "there is a proper work ethic among the employees" has the weighted mean of 3.55 in the social environment variable, the statement indicator "harmonious relationships exist between supervisors and subordinates in the office" has the weighted mean of 3.5, and the statement indicator "there is proper ethics between the employees and supervisor" has the weighted mean of 3.38.

In physical environment variable, it is becoming increasingly clear that the physical environment of work has an impact on both job performance and job happiness. However, majority of respondents responded Neutral with the weighted mean of 3.24 to the statement indicator "The workplace is clean," while the statement indicator "The overall infrastructure provided by the organization is satisfying and environmentally friendly" received a Neutral response with the weighted mean of 3.20. With a mean of 3.17, employees are at ease in the workplace. It is Neutral, according to the three statement indications.

To sum it up, mostly of the respondents' responses shows in the table 2 that the overall weighted mean of the economic, political, social, and physical environment is 3.32, which is Neutral in terms of overall impact on their job.

It implies that the supervisor informed his or her employees about the current state of their organization, that they were paid on time, and they were informed about the bonuses and benefits to which they were entitled. Perhaps the supervisor treats everyone fairly, which has a positive impact on them. And that employees are working productively because the organization has clear policies and good administration. It also implies that teamwork and trust are present because they have a strong bond, and the policy on proper ethics inside the office are being followed. Lastly, having a clean, sanitary and comfortable workplace encourages employees to work efficiently and carefully.

Therefore, the table indicated that the factors affecting employee’s productivity gave neutral impact on employees. In that case, the employees are comfortable, motivated, and satisfied for their workplace environment that they have inside their respective office. That is, when dealing with the group of people that have varied personalities.

As mentioned in the study of Divine Word College in Ilocos Region, the study showed that good workplace relationship is significantly correlated to job satisfaction. It just manifests that managing good workplace relationship is a key contributing factor to increase job satisfaction and consequently increase performance and productivity.

Part 3. Problems and Challenges.

Table 4.
 Frequency Count, Weighted mean and Verbal Interpretation Distribution on Problems and Challenges.

VARIABLE	SA 4		MP 3		MIP 2		NP 1		WM	VI
	F	%	F	%	F	%	F	%		
A. Economic Environment										
1. Delayed salary	22	22.44	25	25.51	34	34.69	17	18.36	2.53	MP
2. Lack of savings and benefits.	25	25.51	44	44.89	18	18.36	11	11.22	2.85	MP
3. Received salary is not enough	34	34.69	26	26.53	27	27.55	11	11.22	2.85	MP
B. Political Environment										
1. The supervisor of the office is favoritism, not fair and just.	12	12.24	30	30.61	34	34.69	22	22.44	2.33	MP
2. Lack of implementation in organizational policy.	13	13.26	33	33.67	35	35.71	17	17.34	2.43	MP
3. Some employees are acting like she/he is the boss.	13	13.26	38	38.77	13	13.26	34	34.69	2.31	MP
C. Social Environment										
1. Lack of support, respect, and consideration from coworkers.	11	11.22	24	24.48	37	37.75	26	26.53	2.20	MIP
2. Some employees don't like her/his coworkers.	12	12.24	30	30.61	21	21.42	35	35.71	2.19	MIP
3. Some employees are not doing their duties and responsibilities properly.	17	17.34	39	39.79	27	27.55	15	15.30	2.59	MP
4. Lack of recognition and award to the deserving employees.	29	29.59	32	32.65	22	22.44	15	15.30	2.76	MP
D. Physical Environment										

1. My working space is too small.	7	7.14	35	35.71	27	27.55	29	29.59	2.20	MIP
2. Lack of equipment and facilities.	12	12.24	36	36.73	33	33.67	17	17.34	2.44	MP
3. Lack of proper lighting and ventilation.	15	15.30	25	25.51	41	41.83	17	17.34	2.39	MP
4. Employees are not comfortable with the work assigned to them.	11	11.22	24	24.48	38	38.77	25	25.51	2.21	MIP
Over-all Weighted Mean							2.45		Moderate Problem	
Over-all Verbal Interpretation										

Legend:
SA – Serious Problem
MP – Moderate Problem
MIP - Minor Problem
NP – Not at all problem

Table 3 shows respondents' respond on the problems and challenges on the Workplace Environment; Its Contributory Factors Affecting Employees' Productivity in the case of Select Administrative Offices in Mindanao State University.

In terms of economic environment, it goes over the statement “delayed salary” majority of the respondents have seen it as Moderate Problem with the weighted mean of 2.53. When it comes to “lack of savings and benefits”, the table shows that the respondents see it as a Moderate Problem since salary is delayed with the weighted mean of 2.85. As well as for “Received salary is not enough”, most of the respondents answered Serious Problem with the weighted mean of 2.85 and a Moderate Problem in terms of verbal interpretation.

For the category of political environment problem, it goes over the statement that “the supervisor of the office is favoritism not fair and just” majority answered that it is a Moderate Problem with the weighted mean 2.33. In terms of “Lack of implementation in organizational policy” it is also a Moderate Problem with the weighted mean of 2.43. Lastly, the statement “Some employees are acting like she/he is the boss” is also a Moderate Problem with the weighted mean of 2.31.

Moreover, in social environment, they believe that statement indicator “Lack of support, respect, and consideration from coworkers” is a Minor Problem for them with the weighted mean of 2.20. “Some employees don't like her/his coworkers” is also a Minor Problem with the weighted mean of 2.19. While the other statement like “Some employees are not doing their duties and responsibilities properly and Lack of recognition and award to the deserving employees” are all Moderate Problem as they had observed with the weighted mean of 2.19, 2.59 and 2.76.

For the Physical Environment, respondents believe that the statement indicators “My working space is too small” is a Minor Problem with the weighted mean of 2.20. and “Lack of equipment and facilities” is Moderate Problems with the weighted mean of 2.44. “Lack of proper lighting and ventilation” is also a moderate problem and its weighted mean is 2.39. and lastly, “Employees are not comfortable with the work assigned to them” is a Minor Problem with the weighted mean of 2.21.

To sum it up, table 1 shows that majority of the respondents' answered in verbal interpretation was Moderate Problem since the statement indicators above was the problems and challenges that they face inside their respected office, with the weighted mean 2.45.

It implies that the late payments occurred as a result of incorrect data processing and other common payroll issues, and they may have spent too much money and have more liabilities to pay. Perhaps, they are not properly enforcing their rules and regulations within the office because no one is following it, despite the repeated reminders. Maybe the supervisor is showing favoritism in a sense that the employee is a relative, more capable, knowledgeable, and flexible than others and he is more at ease with him, she is acting like a boss because she is the officers-in-charge when the supervisor is unavailable. Employees may not be recognized in a way that the supervisor's standard is not met by his subordinates, and they are not performing their duties properly, resulting in lack of motivation.

Therefore, based on the result on the survey, respondents find it as a Moderate Problem in regards with delayed salary at the same time the salary is not enough resulting into lack of savings of the respondents. And respondents' relationship with their supervisor is tumultuous that makes the employees not doing their duties properly that leads them of not having an award or any recognition that they deserved. Also, they find it as a moderate problem because employees are not comfortable enough to their workplace since their working space is too small, lack of equipment, lack of lighting and proper ventilation. These is the cause of why the employees are being not productive which can affect their job and not doing their job effectively and efficiently.

As stated by Abun et. Al. (2020), in the study of Divine Word colleges' employees in Region I in the Philippines, that the people or employee tend to avoid stressful workplace and look for a better place where they can be happy and work comfortably. High turnover will always cause a negative impact on the business particularly productivity. Motivation to work is not all caused by money, but it also depends on the workplace environment. National Business Research Institute argues that employee engagement is positively altered when there is good working relationship with other employees. Employees are happy to show up to their work and when they are comfortable to each other and problems at work would become a burden for them because there are other employees who can help. Further when an employee has someone at their place of work considered a "best friend," one of the biggest winners is the company. Based on those research findings, the current research is interested to find out the condition of working environment in terms of employer-employee relationship and employee – employee relationship and how it affects the job satisfaction of employees of Divine Word Colleges in Region I, Philippines.

Part 4. Suggested Recommendation.

Table 5: Summary of Respondent Recommendation.

<p>Economic Environment</p> <ol style="list-style-type: none"> 1. On time salary, bonuses and increase salary to meet family demand across the board. 2. Provide small capital-business for employees' association, groups, or organization. 3. Give Sadaka to employee who passed away.
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Political Environment

4. There must be a proper evaluation when there is a vacant position to fill in.
5. Recognition and award to the deserving employees.
6. Supervisor must be fair among his subordinates, so that his subordinates will respect and follow his order. No favoritism to avoid conflict between him and his subordinates.
7. Obeying policies and rules greatly have impact on how things happen in the workplace.
8. Fair governance and just in every office or healthy political environment is highly recommended.

Social Environment

9. Proper evaluation among employees.
10. Good rapport in every office to serve the client well.
11. The head of the office should practice a one-on-one talk with his subordinates.
12. Good ethics and harmonious relationship among supervisor and subordinates.
13. Annual team building to every office to build a strong relationship among supervisor and his subordinates and eliminating communication barrier and inclusivity will help to heal political means in the office environment.

Physical Environment

14. More equipment's for the workers. Or employees should initiate equipment.
15. Cleanliness, safety, and healthy environment to ensure the employee's safety.
16. Maintenance in every office.
17. Proper arrangement of facilities in the office.
18. More spacious office, good office ventilation, lighting, and proper used of supplies, lights, water, and facilities.
19. Physical Fitness time for employees and conduct physical feast or Palarong employees once in a year to all employees.

Summary of Findings

According to the data collected from the respondents using a structured questionnaire, it was revealed that the majority of the administrative office employees in Mindanao State University – Main Campus indicated a positive response of “Moderately Aware” to the twelve (12) statement indicators on the level of awareness of the respondent on the workplace environment in terms of economic, political, social, and physical environment.

As to the level of agreement on the effect of workplace environment on the respondent's productivity in terms of economic, political, social and physical environment, it reveals that majority of the respondent signified a response “Neutral” to the twelve (12) statement indicator provided.

In addition, it was also revealed that majority of the respondents answered “Moderate Problem” on the problems and challenges on the workplace environment and its contributory factors affecting employee's productivity.

Moreover, the respondents gave their suggested recommendation to the problems and challenges that they've encountered on their workplace environment in terms of economic, political, social, and physical environment.

Implications

Based on the information gathered, it come up to the following implications, First, it implies that the respondents are not hundred percent well-oriented and aware to the office rules, regulation, and policies. Also, the salary, bonuses and benefits that are entitled to them. It also implies that despite the fact that employees have a good working relationship, there is still conflict and disagreement. Furthermore, due to the structure of the place is not huge, the cleanliness of their workplace is not particularly hygienic.

Second, it implies that the supervisor informed his or her employees about the current state of their organization, that they were paid on time, and they were informed about the bonuses and benefits to which they were entitled. Perhaps the supervisor treats everyone fairly, which has a positive impact on them. And that employees are working productively because the organization has clear policies and good administration. It also implies that teamwork and trust are present because they have a strong bond, and the policy on proper ethics inside the office are being followed. Lastly, having a clean, sanitary and comfortable workplace encourages employees to work efficiently and carefully.

Lastly, It implies that the late payments occurred as a result of incorrect data processing and other common payroll issues, and they may have spent too much money and have more liabilities to pay. Perhaps, they are not properly enforcing their rules and regulations within the office because no one is following it, despite the repeated reminders. Maybe the supervisor is showing favoritism in a sense that the employee is a relative, more capable, knowledgeable, and flexible than others and he is more at ease with him, she is acting like a boss because she is the officers-in-charge when the supervisor is unavailable. Employees may not be recognized in a way that the supervisor's standard is not met by his subordinates, and they are not performing their duties properly, resulting in lack of motivation.

Recommendations

The following recommendations are made for consideration based on the findings and implication of this study.

1. The study finding revealed that employees are aware to the matters inside their workplace environments. Strengthening, enhancing, and strictly enforcing the policy properly to ensure its long-term viability.
2. Check the information and review the payroll process periodically to prevent delayed salary.
3. Transparency and open information system regarding the employees' contributions and performances is highly recommended to avoid misunderstanding among the supervisors and his subordinates.

4. Establish teambuilding activities inside the office every month and Annual teambuilding in every office is highly recommended to build harmonious relationship. There should be a budget allocated which provided by MSU system.
5. Workshop training is must regarding the ethics inside the office. There should be a monthly evaluations and ethics dilemmas discussion and conversation among the employees with their supervisors.
6. Management should provide pleasant working environment other than his working space or cubicle, which employees are comfortable such as, Garden area, wide roof top area and huge employees cafeteria.

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