

Influence of Organizational Environment on Employees' Behaviour of Manufacturing Companies in Guilin City, China

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Abstract— This study aimed to describe the organizational environment and behavior of the employees of manufacturing companies in Guilin City, China. The descriptive- casual research design was used in this study with the participation of 351 rank-and-file manufacturing employees from the selected six (6) manufacturing companies in Guilin City, China.

Based on the findings, there was a very high positive correlation between the work behavior and the psychosocial environment of the participants. Based on the Regression Analysis conducted, a regression line equation $\hat{Y} = -7.0411 + 0.4046X$ was calculated. Overall, Organizational Environment predicted Employee Behavior, $R^2 = .94$, $F(1,349) = 5880.54$, $p < .001$. $\beta = .4$, $p < .001$, $a = -7.04$, $p = .000$. The result, R-Squared (R^2) equals 0.944 means that 94.4% of the variability of Employee Behavior is explained by Organizational Environment. The Correlation (R) equals 0.9716 means that there is a very strong direct relationship between Organizational Environment and Employee Behavior. It was recommended that similar research can be performed in a broader field of coverage and other accessible inferential statistics.

Index Terms—Employee Behavior, Organizational Environment, Manufacturing Companies.

I. INTRODUCTION

The workplace environment plays a crucial role for the employees. Nowadays employees may have a large number working alternatives, then the environment in the workplace becomes a critical factor for accepting and/or keeping the jobs. The quality of environment in the workplace may simply determine the level of employee motivation, behavior and productivity (Journal of Business, Economics and Finance, 2013.)

The occupational behavior and satisfaction of workers, measured by working conditions and the environment, has also been regarded as a crucial element in assessing their behaviors (Leblebici, 2013). A safe organizational environment makes good economic sense in today's diverse and dynamic economic situation. Management teams must not only concentrate on the compensation package of workers except that it is also comparable to job performance. Organizations found to be a good place to work would have a competitive advantage over others.

In China's Guilin Province, In the manufacturing industry, there are many extremely hazardous organizational environments, such as running equipment and working in high heat and humidity. Continuous physical labor can lead to serious injuries, damages, and a reduction in on-site effectiveness. Nearly 20,000 people were injured on manufacturing-related premises in 2020, according to reports. Furthermore, studies have shown that 70% of manufacturing workers suffer from significant physical issues that impair their work conduct and productivity. The manufacturing sector was responsible for 40% of all tragic injuries and

fatalities in China. Because of its volatile nature, it has a high rate of occupational deaths and injuries. Whereas the sector recognizes the importance of occupational safety, it has been found that organizational guidelines do not obey these sustainability policies (Sun and Chiou, 2013).

With these alarming issues, the researcher was inspired to conduct this research. Initially, several manufacturing companies in Guilin are not entirely prepared for their leading and management role, specifically in terms of managing their workplace environment as well as their employee behavior. As many as 40% of manufacturing employees in Guilin quit their job within the first two years in the service. This might be due to poor organizational environment, insufficient guidance, consistency, and repercussions, and disorganization, and another factor that leads to this dilemma. There may be several studies on the relationship of work behavior and work environment, but no study was already conducted on the manufacturing sector yet. This discovery inspired the researcher to conduct a study to uncover the organizational environment of manufacturing employees and how their work behavior is related to the organizational environment. The results could contribute to a suggested management plan to boost the positive behavior among employees.

II. STATEMENT OF THE PROBLEM

This study aimed to describe the Organizational environment and behavior of the employees of manufacturing companies in Guilin City, China. Findings served as the basis to propose an intervention program that would attempt to promote positive behavior in the workplace.

Specifically, it sought to answer the following questions:

1. How are the following organizational environments of employees described in terms of:
 - 1.1. Physical Environment
 - 1.2. Psychosocial Environment
 - 1.2.1 Work Organization of the Respondents,
 - 1.2.2 Interpersonal Relationship to Superiors,
 - 1.2.3 Interpersonal Relationship with Colleagues?
2. How is the behavior of the employees described in terms of:
 - 2.1. Humanistic Basic Behavior; and
 - 2.2. Leadership behavior?
3. Is there a significant relationship between the organizational environment and behavior of the employees?
4. Do the organizational environment predict the behavior of employees?
5. What intervention program can be proposed to address the problems?

III. METHODS

This study used a research methodology that is descriptive-casual research design. The purpose of causal research is to determine the cause-and-effect relationship between

variables and to give conclusive data that answer the research question. The purpose of descriptive and casual research is to get a deeper knowledge of a study problem rather than to provide a solution.

The study was conducted at the selected six (6) manufacturing companies in Guilin City, China. The main product line of the companies is electronic products.

The study respondents were the rank-and-file manufacturing employees who were employed for a minimum of five years. There were 351 respondents in the study.

IV. RESULTS

4.1. Employees’ Organizational Environ

4.1.1 Physical Environment

The physical features of a specific location are referred to as the physical environment. Lighting, temperatures, ventilation system, room size, surface, partitions, and other factors contribute to the physical workspace environment. The physical environment in a manufacturing company set usually refers to the workspace and its facilities, where workers perform their duties and responsibilities.

Presented in table 1 is the result of the data gathered on the employees’ physical environment.

Table 1. Physical Environment

Indicators	Mean	Verbal Description
We are occasionally exposed to cramped workplaces that require getting into awkward positions.	4.42	Agree
We are often exposed to hazardous equipment. There is some possibility of moderate injury from the equipment.	4.32	Agree
Were exposed to noise and vibrations when using machines on a daily basis.	4.32	Agree
We are exposed to contaminants on a weekly basis.	4.31	Agree
There is enough space for workshop	4.31	Agree
Chairs and other equipment are provided by the administrations	4.29	Agree
Noise levels during operations generally are quite acceptable.	4.28	Agree
We regularly wear protective gear, such as gloves.	4.23	Agree
Lighting in our workplace is adequate	4.21	Agree
We are sometimes exposed to hazardous conditions.	4.18	Agree
There is enough ventilation in our workplace	4.15	Agree
Clean comfort rooms are provided	4.00	Agree
GRAND MEAN	4.25	Agree

Overall, with a grand mean of 4.25, the employees’ physical environment was described verbally as “Agree”. This implies that the workplace of the employees has a positive and healthy working environment. This implies that the companies provide a safe and positive environment to its employees.

Based on the result, the statement that the employees are occasionally exposed to cramped workplaces that require

getting into awkward positions got the highest mean of 4.42 described verbally as “Agree”. This was followed by the statements that the employees are often exposed to hazardous equipment and to noise and vibrations when using machines on a daily basis, got a mean of 4.32; moreover, they were also exposed to contaminants on a weekly basis and there is enough space for workshop, got a mean of 4.31; all these were described verbally as “Agree”. On the other hand, the

statement that their workplace has clean comfort rooms got the lowest mean of 4.00 described verbally as “Agree”.

To elaborate further, the statements that chairs and other equipment are provided by the administrations (4.29); Noise levels during operations generally are quite acceptable (4.28); they regularly wear protective gear, such as gloves (4.23); Lighting in the workplace is adequate (4.21); they are sometimes exposed to hazardous conditions (4.18); and there is enough ventilation in the workplace (4.15); were all described verbally as “Agree”.

4.1.2 Psychosocial Environment

The interpersonal, social experiences, job demands, and operational set-up that affect specific individuals' behaviors in the workplace are referred to as the psychosocial work environment.

Work Organization

Work organization is delegating and organizing work tasks, qualifications, and responsibilities to a group of people to attain the intended goals and targets.

Presented in table 2 is the result of the data gathered on the employees’ work organization.

Table 2. Work Organization

Indicators	Mean	Verbal Description
I feel motivated and involved in my work	4.38	Agree
I am pleased as a whole, and everything taken into consideration	4.38	Agree
I feel that the work I do is important.	4.28	Agree
I have enough time to complete all my work tasks	4.28	Agree
The works given to me have clear objectives.	4.23	Agree
I would like to stay at my current place of work for the rest of my working life	4.15	Agree
It is possible for me to leave the workplace for half an hour without special permission.	3.98	Agree
I know which areas are my responsibilities	3.96	Agree
GRAND MEAN	4.21	Agree

Presented in the table is the result of the data gathered on the employees’ work organization. Overall, with a grand mean of 4.21 the employees’ work organization was described verbally as “Agree”. This implies that the workplace of the employees has a positive and healthy working organization.

Based on the result, the statement that the employees feel motivated and involved in their work, they are pleased and taken into consideration, feel that the work they do is important, they have enough time to complete all their work tasks got the highest mean of 4.28; all were described verbally as “Agree”. On the other hand, the statement that they know which areas their responsibilities are got the lowest mean of 3.96 described verbally as “Agree”. To elaborate further, the statements that the works given to them have clear objectives (4.23); they would like to stay at their

current place of work for the rest of their working life (4.15); It is possible for them to leave the workplace for half an hour without special permission (3.98); were all described verbally as “Agree”.

The employees are focused on the institution's job goals based on its vision and purpose. Furthermore, they are aware of their roles and the critical role they play in the company.

Interpersonal Relationship to Superiors

A special connection between colleagues in the same company is referred to as an interpersonal relationship. Employees' unique bonds of friendship with their bosses and coworkers may significantly affect their stress level.

Presented in table 3 is the result of the data gathered on the employees’ interpersonal relationship to superiors.

Table 3. Interpersonal Relationship to Superiors

Indicators	Mean	Verbal Description
Our supervisor is good at communicating with the employees	4.38	Agree
Our supervisor appreciates the staff and shows consideration to the employees	4.37	Agree
Our supervisors make sure that there is a good development opportunity for us	4.28	Agree
Our supervisor talks to us on how well you carry out your work	4.28	Agree
Our supervisor is good at solving conflicts	4.23	Agree
Got help and support from the supervisor	4.15	Agree
Our supervisor is willing to listen to our work-related problems	3.96	Agree
GRAND MEAN	4.24	Agree

Overall, with a grand mean of 4.24, the employees' interpersonal relationship to superiors was described verbally as "Agree". This implies that the workplace of the employees has a positive interpersonal relationship to superiors. In addition to holding authority depend on being a power, but even having power does not guarantee better management of relationships among various levels of a hierarchical structure. Therefore, genuine leadership is crucial for creating a trusting environment wherein employees can feel that their needs are being considered and that the organization is an ally rather than something to be worried. This trusting atmosphere is essential for staff members to feel that their needs are being considered.

Based on the result, the statement that the supervisor is good at communicating with the employees got the highest mean of 4.38 described verbally as "Agree". This was followed by the statement that the supervisor appreciates the

staff and shows consideration to the employees with a mean of 4.37 and the supervisors make sure that there is a good development opportunity for the employees and the supervisor talks to employees on how well they carry out their work with a mean of 4.28; described verbally as "Agree". All these were described verbally as "Agree". On the other hand, the statement that the supervisor is willing to listen to employees' work-related problems got the lowest mean of 3.96, described verbally as "Agree". To elaborate further, the statements that the supervisor is good at solving conflicts got a mean of 4.23 and employees got help and support from the supervisor got a mean of 4.15 described verbally as "Agree".

Interpersonal Relationship with Colleagues

Presented in table 4 is the result of the data gathered on the employees' interpersonal relationship with colleagues.

Table 4. Interpersonal Relationship with Colleagues

Indicators	Mean	Verbal Description
I get help and support from my colleagues	4.38	Agree
My colleagues are willing to listen to my work-related problems	4.38	Agree
I feel that I am part of the community at work	4.30	Agree
There is a good cooperation between the colleagues at work	4.28	Agree
There is a medium level of contact with employees in our workplace	4.23	Agree
There is a good atmosphere between each employee	4.15	Agree
My work is isolated from my colleagues	4.10	Agree
We communicate daily by talking in person, on the phone and occasionally via e-mail.	3.93	Agree
GRAND MEAN	4.22	Agree

Overall, with a grand mean of 4.22, the employees' interpersonal relationship with colleagues was described verbally as "Agree". This implies that the workplace of the employees has a positive interpersonal relationship to colleagues.

Based on the result, the statement that the employees get help and support from their colleagues and they are willing to listen to everyone's work-related problems got the highest mean of 4.38, described verbally as "Agree". This was followed by the statement that they feel that they are part of the community at work, with a mean of 4.30 and there is a good cooperation between the colleagues at work, with a mean of 4.28; described verbally as "Agree". On the other hand, the statement that they communicate daily by talking in

person, on the phone and occasionally via e-mail got the lowest mean of 3.93 described verbally as "Agree". To elaborate further, the statements that there is a medium level of contact with employees in the workplace (4.230; There is a good atmosphere between each employee (4.15); The work is isolated from the colleagues (4.10); all these were described verbally as "Agree".

4.2. Employees' Work Behavior

Humanistic Basic Behavior

Presented in table 5 is the result of the data gathered on the employees' humanistic basic behavior.

Table 5. Humanistic Basic Behavior

Indicators	Mean	Verbal Description
Humanistic Basic Behavior		
I adjust your work schedule to accommodate other requests for time off	4.32	Often
I show genuine concern and courtesy toward co-workers, even under the most trying business or personal situations	4.29	Often
I give up time to help others who have work or non-work problems	4.29	Often

Indicators	Mean	Verbal Description
Humanistic Basic Behavior		
I assist others with their duties	4.29	Often
I share personal things with others to help their work.	4.29	Often
I go out of the way to make newer employees feel welcome in the work group	4.23	Often
I willingly give my time to help others who have work-related problems	4.21	Often
I help others who have been absent	4.19	Often
I try listening to another person’s opinion or perspective with empathy before providing advice or direction	4.17	Often
I always practice self-accountability	4.03	Often
GRAND MEAN	4.23	Often

Overall, with a grand mean of 4.23, the employees’ humanistic basic behavior was described verbally as “Agree”. This implies that the employees have positive humanistic basic behavior.

Based on the result, the statement that the employees adjust their work schedule to accommodate other requests for time off got the highest mean of 4.32 described verbally as “Often”.

This was followed by the statements that the employees show genuine concern and courtesy toward co-workers, even under the most trying business or personal situations; give up time to help others who have work or non-work problems; assist others with their duties; share personal things with others to help their work, with a mean of 4.29; all these were described verbally as “Often”.

On the other hand, the statement that they always practice self-accountability got the lowest mean of 4.03 described verbally as “Often”.

To elaborate further, the statements that they go out of the way to make newer employees feel welcome in the work group (4.23); they willingly give time to help others who have work-related problems (4.21); help others who have been absent (4.19); try listening to another person’s opinion or perspective with empathy before providing advice or direction (4.17); all these were described verbally as “Often”.

This suggests that the employees have positive behaviors that leads to good interpersonal relationships with their coworkers at their place of employment. Most employees exhibit genuine concern and courtesy toward their co-workers, help others who have work or non-work problems and assist others with their duties.

Leadership behavior

Table 6. Leadership behavior

Leadership behavior	Mean	Verbal Description
I am excellent at creative thinking and can develop solutions to seemingly impossible problems.	4.32	Often
I set goals and evaluate my work performance	4.29	Often
I set targets for myself and strive hard to accomplish tasks within the stipulated time frame.	4.28	Often
I like to be innovative.	4.23	Often
I focus on accomplishments and project directions	4.21	Often
I assume responsibility and volunteers to help.	4.19	Often
I keep the team organized by scheduling employees, monitoring deadlines, delegating assignments, and providing resources	4.03	Often
GRAND MEAN	4.22	Often

Overall, with a grand mean of 4.22, the employees’ leadership behavior was described verbally as “Agree”. This implies that the employees practice effective leadership behaviors.

Based on the result, the statement that the employees are excellent at creative thinking and can develop solutions to seemingly impossible problems got the highest mean of 4.32

described verbally as “Often”.

This was followed by the statement that employees set goals and evaluate their work performance, with a mean of 4.29 and they set targets for themselves and strive hard to accomplish tasks within the stipulated time frame, with a mean of 4.28; both were described verbally as “Often”. On the other hand, the statement that they keep the team

organized by scheduling employees, monitoring deadlines, delegating assignments, and providing resources got the lowest mean of 4.03; described verbally as “Often”. To elaborate further, the statements that they like to be innovative (4.23); they focus on accomplishments and project directions (4.21); they assume responsibility and volunteers to help (4.19); all these were described verbally as “Often”.

4.3. Significant relationship between the organizational environment and behavior of the employees

Of all variables considered in work environment such as: physical environment and psychosocial environment that includes work organization, and interpersonal relationship.

The correlation coefficient obtained which is +0.706 shows a very high positive correlation between the humanistic and leadership work behavior and the psychosocial environment of the participants specifically in terms of their relationship with their superiors. Moreover, there was also a very high positive correlation between the work behaviors and physical environment which obtained +0.582 The correlation coefficients obtained, are larger than the critical value .250. Therefore, the hypothesis which says that there is no significant relationship between the work behaviors and organizational environment is rejected. Hence, there is a significant relationship between the variables in the study.

Moreover, work organization with computed correlation value of -0.294 and Psychosocial Environment in terms of Relationship with Colleagues with computed correlation value of +0.396 showed a weak relationship with the participants performance among the variables tested. Thus, the null hypothesis is accepted at 0.05 level of significant. Nevertheless, the findings is not yet absolute not unless be replicated in wider area of coverage and more respondents be included in the study.

V. CONCLUSION

From the findings of the study, the following conclusions were drawn:

1. There are an adequate amenities and facilities in the manufacturing companies.
2. There is a healthy working environment among the employees, their colleagues, and their immediate superiors.
3. All employees are performing their duties and responsibilities.
4. Organizational Environment predicted Employee Behavior
5. Employees encounter evident environmental problems at work.

VI. RECOMMENDATIONS

Based on the findings of the study, the researcher recommends the following:

1. The manufacturing companies’ facilities and services must be preserved or, better still, updated.
2. Manufacturing companies’ employees must deal with, adjust to, and respond to their career's evolving environment.
3. Staff meetings to express complaints to administrators daily to act as a motivational factor for workers. Managers can also get advice on how to deal with their employees.
4. The manufacturing companies must have a comprehensive program to help workers manage their work and personal lives since this could be a powerful motivator and retention tool. The manager should develop every effort to create a work environment that draws, retains, and motivates its workers to make their jobs easier and boost performance.
5. To keep all employees more relaxed, manufacturing companies should have versatile and flexible furniture. Workers will be happier in the long term as a result of this.
6. Manufacturing companies should have a pleasant working environment for their workers to improve their performance and motivation. Making their pay packages to accommodate their workers is one example.
7. To accomplish what the company is in business about, its mission and vision, managers must seek ways to convey their staff's priorities and plans.
8. Similar research can be performed in a broader field of coverage and other accessible inferential statistics.

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