

# *Organizational Effectiveness and Work Environment in Selected Schools in China*

**Wu Liangjun**

*Hunan University of Science and Engineering, Yongzhou, Hunan, 425199 China*

**Keywords:** Work Environment, higher learning, Higher education context

**Abstract:** In order to explore the efficiency and working environment of vocational schools and enhance the management level of secondary vocational colleges, it is a key issue. This article evaluates the working environment and its impact on the effectiveness of the school's selected schools in Hunan Province, and analyzes with the help of related software such as SPSS7.0. The results of the research show that the working environment of the school is multi-dimensional, and its internal impact from high to low is the development environment, interpersonal environment, management system and material environment. Improve the professional performance of teachers by creating a suitable school development environment, management system, material environment and interpersonal environment.

## **1. Research methods**

### **1.1 Respondents**

The respondents were managers of 3 vocational secondary schools in Hunan Province, A total of 101 administrators will take part in this study drawn following the purposive sampling strategy. The following criteria were observed in selecting the respondents: He or she is presently occupying an administrative position, He/ She should have been in administrative work for not less than five years.

### **1.2 Data Gathering Instruments**

The researcher utilized a self-constructed survey questionnaire which has three parts .

Part 1 consist of the personali profile to gather data on the age, educational qualification, number of years as a school administrator and school affiliation.

Part 2 is the Organizational Effectiveness Questionnaire. This questionnaire has the following components: Physical security, symbolic identification, task instrumentality, employee involvement and fairness and satisfaction.

Part 3 Work Environment Factors Questionnaire. This consist of two dimensions, namely: physical aspects and job aspects. The variables for the physical aspects are as followas:diversity of stimulation, visibility, changeability, demand quality, and social interaction. On the other hand the variables generated for the job aspects are: comfort, challenge, resource adequacy, salary and fringe

benefits.

### 1.3 Statistical Data Analysis

To ensure valid and reliable data presentation, analysis and interpretation SPSS 27 was used for data management. The following descriptive statistical treatment was used for analyzing the data gathered: Frequency, Percentage, Weighted Mean and standard deviation.

### 2. Results of the survey

Table 1: Correlation between Organizational Effectiveness and Physical Aspect of Work Environment in Selected Secondary /Professional Vocational Schools in China.

Organizational Effectiveness		Physical Aspect of Work Environment				
		Diversity	Visibility	Change ability	Demand Quality	Social
Physical Security	r	.312	.275	.305	.369	.455
	Degree of correlation	Low correlation	Low correlation	Low correlation	Low correlation	Moderate correlation
	sig.	.001	.005	.002	0.00	0.00
	Interpretation	significant	significant	significant	significant	significant
	Decision	RejectH <sub>0</sub>	Reject H <sub>0</sub>	RejectH <sub>0</sub>	Reject H <sub>0</sub>	RejectH <sub>0</sub>
Symbolic Identification	r	.189	.307	.221	.208	.182
	Degree of correlation	low	low	low	low	low
	sig.	.059	.002	.026	.037	.069
	Interpretation	not significant	significant	significant	significant	not significant
	Decision	Accept Ho	Reject Ho	Reject Ho	Reject Ho	Accept Ho
Task Instrumentality	r	.201	.244	.303	.342	.396
	Degree of correlation	low	low	low	low	low
	sig.	.044	.014	.002	0.00	0.00
	Interpretation	significant	significant	significant	significant	significant
	Decision	Reject Ho	Reject Ho	Reject Ho	Reject Ho	Reject Ho
Employee Involvement	r	.066	.122	.218	.244	.370
	Degree of correlation	low	low	low	low	low
	sig.	.51	.224	.029	.014	0.00
	Interpretation	Not significant	Not significant	significant	significant	significant
	Decision	Accept Ho	Accept Ho	Reject Ho	Reject Ho	Reject Ho
Fairness & Satisfaction	r	.075	.188	.210	.084	.231
	Degree of correlation	low	low	low	low	low
	sig.	.458	.06	.035	.401	.02
	Interpretation	not significant	Not significant	significant	Not significant	significant
	Decision	Accept Ho	Accept Ho	Reject Ho	Accept Ho	Reject Ho

– 0.20 Negligible correlation      0.21- 0.40      Low Correlation  
 0.41- 0.60      Moderate Correlation      0.61- 0.80      Substantial Correlation

### 0.81 – 1.0 High to Very High Correlation

Displayed in Table 1 reveals a low degree of correlation between Diversity of Stimulation and organizational effectiveness in terms of physical security ( $r = .0312$ ). This was noted to be significant as the obtained sig value (0.01) is  $< 0.05$  the level of significance set in the study. This finding indicates that the presence of numerous stimuli in the work environment of the respondent school administrator has a low contribution to the organizational effectiveness in the area of physical security<sup>[1]</sup>.

Further analysis of the data also discloses a significant low degree of correlation between diversity of stimulation and organizational effectiveness in the domain of task instrumentality ( $r = -0.201$ ). Lending statistical support is obtained sig value (.044). This implies that the existence of numerous stimuli exerts not much influence on their achievement of school goals and objectives and their fulfillment in performing their work in the organization<sup>[2]</sup>.

A closer look at the results also reveals a low but significant correlation between visibility; and physical security ( $r = .275$ ) and sig (.005). The same finding was also noted with visibility and symbolic identification ( $r = .307$ ) sig (.002); and also Task instrumentality ( $r = .244$ ) sig (.014).

Further analysis of the data shows a less influence of changeability can exert on the organizational effectiveness in terms physical security ( $r = .305$ ) sig (.002); symbolic identification ( $r = .221$ ) sig (.026); task instrumentality ( $r = .303$ ) sig (.002); employee involvement ( $r = .218$ ) sig (.029); fairness and satisfaction ( $r = .210$ ) sig (.035). It can also be gleaned that because of the low significant correlation obtained that the organization's adherence to change for the better contributes less to organizational effectiveness in terms of physical security. The foregoing findings also implies that the prevalence of the culture of change to improve the school organization does not spell much difference on their effectiveness, particularly on symbolic identification<sup>[3]</sup>. Moreover, the findings also shows that the acceptance of change don't have much bearing on people's view on the importance of the accomplishment of organizational function. Furthermore, the findings also implies that administrators impressions on the kind of change taking place in school has less effect on their views on how fair the school system will be and the degree of satisfaction they will feel with the work and how the system is fulfilling its avowed goals and objectives.

Data shows a significant low correlation were found between demand quality and organizational effectiveness in terms of physical security ( $r = .369$ ) sig (.000); symbolic identification ( $r = .208$ ) sig (.037); Task and instrumentality ( $r = .342$ ) sig (.00) and employee involvement ( $r = .244$ ) sig (0.00). The foregoing implies that as a consequence of the low but significant correlation, there will be a less acceptance and manifestation of the values towards which the educational organizations strive to achieve<sup>[4]</sup>.

Scrutiny of the table also discloses a low significant correlation between social interaction and organizational effectiveness in terms of: task instrumentality ( $r = .396$ ) sig (0.00); employee involvement ( $r = .370$ ) sig (0.00); and fairness and satisfaction ( $r = .231$ ) sig (0.02).

On the other hand there was a moderate correlation between social interaction and physical security ( $r = .455$ ), the magnitude of correlation is statistically significant as the sig value of 0.00 is less than the 0.05 level of significance set in the study.

### 3. Results analysis and discussion

The correlation analysis between Organizational Effectiveness and Work Environment shows that there is a significant substantial correlation between Organizational Effectiveness and Work Environment. That is, the better the Work Environment, the higher Organizational Effectiveness. Different Work environments have different impacts on Organizational Effectiveness at different

levels. A friendly Work Environment can promote communication among employees and encourage team cooperation and participation. A dynamic and creative Work Environment emphasizes individual initiative and autonomy and encourages employees to accept challenges. A very formal and hierarchical Work Environment makes the organization more stable.

## References

- [1] Chu Fujing. *Research on the Relationship between Key Middle Schools in Zaozhuang* [D]. Jinan: Shandong Normal University, 2013.
- [2] Dongjin Yang, Zhaoyang Feng. *Priority and motivation: Phenomena, causes and Implications: An empirical study based on post-80s employee organization III* [J]. *Journal of management engineering*, 2016,30(2):20-27.
- [3] Liu Tao. *Analysis of countermeasures for the Construction of incentive Mechanism for University administrators* [J]. *Human Resource Management*, 2018(4).
- [4] Zhang Xiaofen. *Research on organizational Effectiveness of Secondary Vocational Schools in Guangxi* [D]. Guangxi: Guangxi Normal University, 2012.