The Factors Affecting Effective Organizational Culture Management:
A case study of the Hongfu company in China

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Abstract

The primary objective of this research is twofold. Firstly, it aims to discern the various factors that influence the efficient management of organizational culture in the context of environmental protection for recycled plastic products. Secondly, it strives to formulate a comprehensive model for effectively managing the organizational culture of such environmentally conscious recycled plastic products. In order to accomplish these objectives, the research employs a quantitative research methodology. A total of 172 individuals were selected as the sample size from a population of 300 individuals, which comprised general managers, internal staff, distributors, and competitors in the distribution market. The sampling method employed for this research was the well-known Yamane Taro technique. The data collection process was facilitated through the administration of a questionnaire, which exhibited a commendable reliability coefficient (IOC) of 0.81. Various statistical methods were utilized to analyze the collected data, including IOC, Average, Standard Deviation, Pearson correlation, and Multiple Regression Analysis.

The outcomes of the investigation have revealed a series of noteworthy findings. Firstly, it has been observed that the collaboration between individuals and organizations plays a crucial role in various aspects. This includes the enhancement of industry competition, the adaptation to market environment, and the improvement of employee participation and work efficiency. Furthermore, the study has identified that the utilization of indicators and awards positively affects organizational structure and communication model. Moving on to the second point, the research has established that the management model for environmentally friendly recycled plastic products

has a significant impact on the effective management of organizational culture. This impact has been measured quantitatively, with an effect size of 31.10 percent. This finding implies that organizations that adopt this management model are more likely to successfully cultivate

and maintain a positive and sustainable organizational culture. Therefore, it is recommended that organizations consider implementing this management model to optimize their cultural management strategies and achieve long-term success. In conclusion, the research has shed light on the importance of collaboration, indicators, awards, and the management of environmentally friendly recycled plastic products in enhancing organizational culture and overall effectiveness.

Introduction

In recent times, there has been a noticeable increase in environmental consciousness, leading to the rising prominence of environmentally friendly recycled plastics as a viable alternative to traditional plastic products. However, the market for environmentally friendly recycled plastics has become fiercely competitive. Consequently, enhancing organizational competitiveness and establishing efficient organizational culture management has emerged as a critical issue for enterprise development. Hongfu Company, as a participant in the environmentally friendly recycled plastic products industry, has achieved some success. Nevertheless, the company encounters challenges in managing its organizational culture effectively (Zheng et al., 2010). Hence, the purpose of this study is to examine the factors that influence the effective management of organizational culture for enterprises involved in the production of environmentally friendly recycled plastic products. Specifically, the research aims to analyze the specific challenges faced by Hongfu Company, a Chinese company, Paul, (Urinov, 2020)in managing its organizational culture. Drawing from these findings, the study seeks to develop a tailored organizational culture management model that is suitable for enterprises operating in the environmentally friendly recycled plastic products sector. The research will concentrate on the following areas: Domingues, (Anning-Dorson, 2021).

The initial step of the research will involve an examination and evaluation of the existing organizational culture in Hongfu Company. This will include an analysis of the leadership style, (Ayatollahi & Zeraatkar, 2020) And (Azeem et al., 2021) communication patterns, and level of participation among employees. By gaining an understanding of the

current state of the organizational culture, this study aims to establish a solid framework for subsequent research and provide direction for future investigation (Rahmatullah et al., 2022) And (Bagga et al., 2023) In addition, the study will delve into the crucial factors that have an impact on the management of organizational culture in companies specializing in environmentally friendly recycled plastic products. These factors encompass various aspects, including leadership, (Ertz & Michelet, 2022 and Silva et al., 2023) employee engagement, teamwork, learning, and innovation. By conducting a comprehensive examination of the mechanisms behind these factors, this research endeavor aims to offer Hongfu Company valuable recommendations and strategies for effectively managing their organizational culture. Factors Affecting the Plastic Waste Management and Communication Perception of Local People in Thailand (Alshammari, 2020)

Lastly, this research will develop a tailored organizational culture management model for companies specializing in environmentally friendly recycled plastic products, taking into consideration the unique circumstances and requirements of Hongfu Company. The model will encompass all dimensions of organizational culture and will propose specific management strategies and implementation steps. By promoting and adopting this model (Nabella et al., 2022) it can assist Hongfu Company in enhancing the quality of its organizational culture, improving employee performance, and boosting corporate competitiveness. Stingl, (Lam et al., 2021). This study holds significant theoretical and practical implications for fostering the sustainable growth of environmentally friendly recycled plastic products enterprises in China (Paramita et al., 2020). and advancing the cause of environmental protection. Through enhanced organizational culture management, companies can cultivate positive working environments and instill employee values, (Kopaei et al., 2021) (Alassaf et al., 2020) thereby promoting innovation and excellence in performance, ultimately contributing to the achievement of sustainable development objectives. (Syakur et al., 2020). Furthermore, this research will provide valuable insights and inspiration for other similar enterprises, fostering overall progress and development within the industry. (Syakur et al., 2020) The relationship between organizational culture and enterprise performance has attracted increasing attention from researchers, as it plays a significant role in the development and progress of companies.conducted an analysis and study on the impact of organizational culture on corporate organizational performance. Meanwhile, organizational innovation is crucial for both organizations and society as a whole, and transformational leadership is a key driver of

organizational innovation. explored the concepts and dimensions of transformational leadership and organizational innovation, examining their interconnections and influences. (Alassaf et al., 2020) The study also identified and summarized the main mediating and moderating variables, unveiling the mechanism through which these variables exert their effects, and drawing research conclusions and future directions (Upadhyay & Kumar, 2020) In the context of rapid global economic development, environmental issues are becoming increasingly severe, making it crucial to ensure the sustainable development of environmental protection in enterprises. Employees, as a vital component of organizational operations, (Asbari et al., 2020) play a direct role in shaping the future sustainable development of the organization through their green behaviors. Traditional culture is a significant factor influencing employee behavior (Trushkina et al., 2020) analyzed the impact of traditional cultural characteristics on employees' green behavior by reviewing existing literature.

This study holds considerable importance both theoretically and practically in the advancement of environmentally conscious recycled plastic product enterprises in China, while also furthering the cause of environmental preservation. By enhancing the management of corporate culture, organizations can mold a favorable work environment and foster employee values. Simultaneously, this fosters innovation and operational excellence, ultimately leading to the achievement of sustainable development objectives. Moreover, this study imparts valuable knowledge and inspiration to other institutions, thereby propelling the overall progress and growth of the industry.

Research Objectives

1. To identify the factors affecting the effective organizational culture management of environmental protection recycled plastic products.

2. To develop the organizational culture management model of environmental protection recycled plastic products
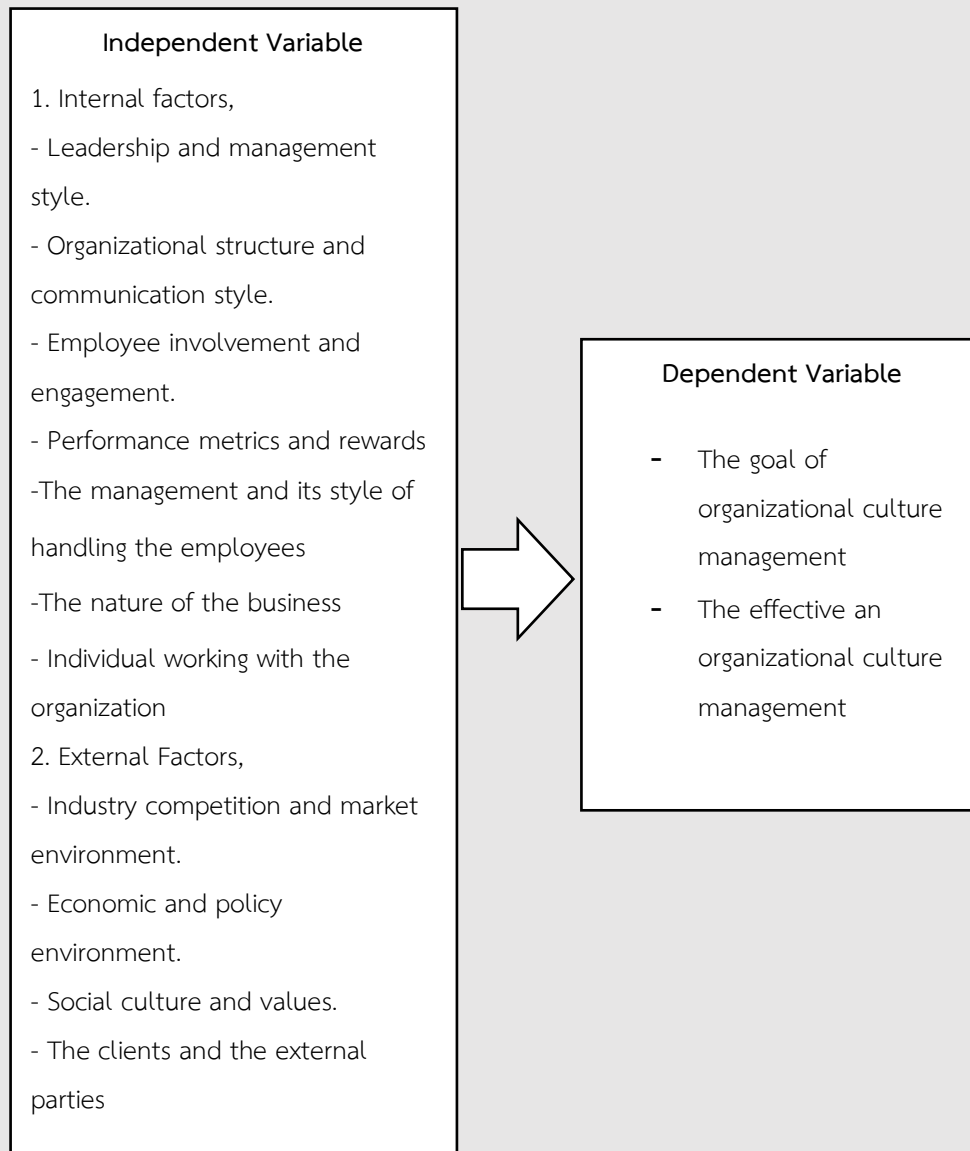
Conceptual Framework

Independent Variable

1. Internal factors,

- Leadership and management style.
- Organizational structure and communication style.
- Employee involvement and engagement.
- Performance metrics and rewards
-The management and its style of handling the employees
-The nature of the business
- Individual working with the organization

2. External Factors,

- Industry competition and market environment.
- Economic and policy environment.
- Social culture and values.
- The clients and the external parties

Dependent Variable

- The goal of organizational culture management
- The effective an organizational culture management

Fig. 1 Conceptual Framework

Research Methodology

To address the issues with managing organizational culture at Hongfu Company, an efficient model for managing organizational culture is proposed. This model was developed after conducting a survey using a questionnaire among the company's internal staff, including general managers, distributors, and competitors in the distribution market. The overall population of the study consisted of 300 individuals, and the questionnaire was administered via questionnaire star during July-August 2023. 200 respondents were selected through

random sampling to complete the survey, and the questionnaires were distributed accordingly. Out of the 200 questionnaires distributed, 172 were returned

Research Instruments The data collection of the questionnaire was carried out using internal employees of questions and the data from the cell phone was analyzed using SPSS 26.0 to obtain the results of the reliability test.

Data Collection:

1.Literature research method This paper collects and reads a large amount of domestic and foreign related literature by consulting e-book databases and related network resources, which provides the theoretical foundation and empirical reference for the research of this paper and helps to determine the research topic and construct the analysis model.

2. Questionnaire survey method.Based on the selected research topic, this paper prepared a questionnaire, which was distributed through random sampling of employees within the company, and the data was finally retrieved.

3. Statistical analysis method.According to the results of the questionnaire survey, SPSS 26.0 software was used to analyze the data to find out the factors affecting the management of organizational culture in Hongfu Company, and to lay the foundation for the subsequent provision of improvement strategies.

4. Empirical research and analysis of influencing factors.Explore the factors affecting effective organizational culture management with regard to the findings and analysis of China Hongfu Company. Analyze the degree of influence and correlation of each factor on organizational culture management.

5. Establishing an organizational culture management model for environmentally friendly recycled plastic products.

6. Considering the influencing factors and the actual situation of China Hongfu Company, propose an organizational culture management model suitable for environmentally friendly recycled plastic products enterprises.

7. Through the establishment of the model, Hongfu Company will be guided to improve its organizational culture management and enhance its performance and competitiveness.

Data Analysis:

To analyze the data, we conducted the following data analysis.

1. Analysis of the reliability of a questionnaire from experts by IOC.

2. Analysis and conclusion from data collection from research questionnaire.

3. Statistics used to analyze data require that the answers be a rating scale, which allows respondents to choose to answer according to their own opinions divided into 5 levels as follows

Statistics used to analyze user needs include IOC, Average, Standard Deviation and Pearson correlation and Multiple Regression Analysis.

In this paper, before analyzing data, the collected samples are analyzed by descriptive statistics to ensure that the data are representative and timely, to facilitate the subsequent statistical analysis, and the results of the relevant descriptive statistical analysis are shown in Table

Research Results

Objective 1 The research results found that. 1. To identify factors affecting effective organizational culture management of environmentally friendly recycled plastic products.

Table 1 Opinion on overview research variables

(n=172)

Overview of Variables	Mean	Standard deviation	Interpret	Ranking
Employee involvement and engagement	4.28	0.874	high	8
Performance metrics and rewards	4.55	0.917	the highest	5
Organizational structure and communication style	4.02	0.921	high	11
Leadership and management style	3.87	0.867	high	13
The management and its style of handling the employees	4.67	0.832	the highest	2
The nature of the business	4.76	0.905	the highest	1
Individual working with the organization	3.99	0.988	high	12
Industry competition and market environment	4.42	0.899	high	6
Economics and policy environment	4.13	0.947	high	10
Social culture and values	4.59	0.891	the highest	4
The clients and the external parties	4.62	0.952	the highest	3

Do you think that the above-mentioned factors affect the change and management of cognitive culture in the following subjects	4.24	0.889	high	9
Effective Organizational Culture Management	4.31	0.915	high	7
Total	4.34	11.797	high	

In this table, we have investigated the overview of the study variables and provided the mean, standard deviation, interpretation and ranking of each variable. The following is a detailed analysis of the tabular data:

Table 2 Matrix of correlation coefficients for each variable

	Employee involvement and engagement	Performance metrics and rewards	Organizational structure and communication style	Leadership and management style	The management and its style of handling the employees	The nature of the business	Individual working with the organization	Industry competition and market environment	Economics and policy environment	Social culture and values	The clients and the external parties	Do you think that the above-mentioned factors affect the change and management of cognitive	Effective Organizational Culture Management
Employee involvement and engagement	1												
Performance metrics and rewards	0.853*	1											
Organizational structure and communication style	0.763*	0.892*	1										

	1	2	3	4	5	6	7	8	9	10	11
Leadership and management style	0.688*	0.672*	0.614*	1							
The management and its style of handling the employees	0.601*	0.589*	0.714*	0.726*	1						
The nature of the business	0.542*	0.504*	0.651*	0.579*	0.596*	1					
Individual working with the organization	0.869*	0.542*	0.728*	0.509*	0.641*	0.780*	1				
Industry competition and market environment	0.870*	0.856*	0.783*	0.760*	0.512*	0.898*	0.612*	1			
Economics and policy environment	0.633*	0.872*	0.639*	0.778*	0.621*	0.564*	0.681*	0.819*	1		
Social culture and values	0.608*	0.876*	0.538*	0.713*	0.846*	0.521*	0.642*	0.654*	0.698*	1	
The clients and the external parties	0.526*	0.670*	0.574*	0.760*	0.674*	0.518*	0.558*	0.624*	0.674*	0.577*	1

Do you think that the above-mentioned factors affect the change and management of cognitive culture in the following subjects	0.612*	0.797*	0.742*	0.624*	0.587*	0.699*	0.645*	0.532*	0.625*	0.543*	0.614*	1	
Effective Organizational Culture Management	0.850*	0.662*	0.679*	0.592*	0.538*	0.577*	0.536*	0.607*	0.731*	0.511*	0.827*	0.623*	1

Note: *Significance less than 0.05 is considered relevan

Based on the data in the table, the following analysis can be made:

The correlation coefficient between "Employee involvement and engagement" and "Performance metrics and rewards" is 0.853, which means that there is a strong association between them.

The correlation coefficient between "Leadership and management style" and "The management and its style of handling the employees" is 0.726, indicating a moderate association.

The correlation coefficient between "Individual working with the organization" and "Industry competition and market environment" is 0.780, which means that there is a strong association between these two variables.

The correlation coefficient between "Effective Organizational Culture Management" and all other variables is high, which indicates that there is a strong correlation between it and other variables.

In addition, the table mentions that a significance level of less than 0.05 is considered as correlation. This means that in some of the correlation coefficients, there may be some statistical significance that the correlation is not due to chance.

These data can be used for further research and analysis to understand the impact of different variables on cognitive culture change and management.

Table 3 Results of regression analysis

Variables	R²	a constant	b	Std. Error	β	t	p
Model	0.311	0.008					
Employee involvement and engagement			0.291	0.184	0.372	5.465	.000
Performance metrics and rewards			0.207	0.020	0.231	6.486	.000
Organizational structure and communication style			0.030	0.034	0.183	4.015	.000
Leadership and management style			0.098	0.001	0.168	3.982	.000
The management and its style of handling the employees			0.211	0.034	0.088	3.412	.000
The nature of the business			0.168	0.011	0.081	5.415	.000

Individual working with the organization	0.018	0.104	0.392	4.982	.000
Industry competition and market environment	0.217	0.029	0.374	2.971	.000
Economics and policy environment	0.362	0.253	0.153	2.745	.000
Social culture and values	0.275	0.510	0.121	2.507	.000
The clients and the external parties	0.104	0.034	0.132	2.328	.000
Do you think that the above-mentioned factors affect the change and management of cognitive culture in the following subjects	0.176	0.001	0.117	5.413	.000
Effective Organizational Culture Management*	0.267	0.035	0.375	3.948	.000

Note: *Dependent variable: Effective Organizational Culture Management

In the table above, the t-value and p-value are indicators used to assess whether the regression coefficient is significant or not. t-value indicates the difference between the regression coefficient and zero, while p-value indicates the probability of observing the current t-value or a more extreme case when the regression coefficient is zero.

Based on the t-value (5.413) and p-value (.000), it can be concluded that do you think that the above-mentioned factors affect the change and management of cognitive culture in the following subjects have a significant effect on effective organizational culture management.

Overall, all the variables have significant t-value and p-value (p < .05) which indicates that they have significant effect on effective organizational culture management. Organizational culture management model

At the same time, the model should be an open and self-renewing management model to continuously lead the change and development of organizational culture. The model should focus on the cultural construction and management of the organization and shape a good social culture and values. At the same time, the model should encourage the participation and input of employees and establish a good cooperative relationship and communication mechanism. Through the open management mode, the organization can stimulate the enthusiasm and creativity of employees and promote the change and development of organizational culture. Through a self-renewal management model, the organization can continuously improve its competitiveness and innovation and achieve sustained growth and success.

Discussions

The findings of research objective 1 indicate that effective management of organizational culture is impacted. These factors encompass various aspects such as the nature of the business, management and staff management, customers and third party culture, social value performance measurement and rewards, industry competition and market environment, managing effective organizational culture, and employee participation and engagement. The aforementioned effects may be attributed to the factors influencing the management of effective organizational culture, such as the economic and policy environment, organizational structure, and communication style. Consistent with the research findings, working with organizations and adopting leadership and management styles that align with these findings lead to reproduction. The companies in question practice important forms of reverse logistics, including reusing, recycling, repackaging, redistributing, reselling, and repairing and reconditioning. Moreover, reverse logistics has a positive impact on organizational survival. It is worth noting that changes in organizational survival depend more on organizational culture than on reverse logistics, as demonstrated by the introduction of organizational culture. The business environment and cultural dynamics of Ghana may differ from those of other countries or regions, consequently, the study's results should be

interpreted within the Ghanaian context, and caution should be exercised when applying them to other contexts. (Okyere et al., 2023)

The findings of research objective 2 revealed that the characteristics of business management and staff management, customers and third parties, culture and social values, performance measurement and rewards, industry competition and market environment, and effective organizational culture management have an impact on the effective organizational culture. Moreover, the study recognizes the significance of establishing and maintaining a positive organizational culture for the overall success of the organization, which is consistent with the work of Domingues et al. (2023). The role of the funding agency's local policies and networks, organizational culture, leadership, lack of resources, and the relationship between the owner and the tenant are all factors that contribute to ACOs' responses to environmental performance measurement. This paper aims to enhance our understanding of ACOs' responses to environmental performance measurement and the challenges they encounter when transitioning from measurement to practice. It also explores the implications for funding allocation and comprehension, going beyond the mere quantification of an activity's carbon footprint. The ACO's reliance on funding suggests a focus on carbon measurement, disregarding a more comprehensive approach to the environment and sustainability.

Knowledge from Research

Through conducting extensive research, we have acquired a profound understanding of the various factors that respondents firmly believe have a substantial impact on the management of effective organizational culture. In this study, particular emphasis is placed on the significance of the unique nature of the business itself, as well as the critical role played by management practices in shaping and maintaining a desirable organizational culture. Furthermore, the study delves into the intricate dynamics of relationships with customers, recognizing their profound influence on organizational culture. Additionally, the study examines the profound impact of culture and social values on the management of organizational culture, highlighting the essential role they play in creating a cohesive and harmonious work environment. Moreover, the study explores the significance of performance indicators and rewards as influential factors in shaping and managing organizational culture.

The study also delves into the complex interplay between industry competition and market environment, recognizing their ability to shape and mold organizational culture. Furthermore, the study recognizes the crucial role played by employee participation and involvement in shaping and maintaining an effective organizational culture. Additionally, the study acknowledges the profound influence of the economic and policy environment on organizational culture, recognizing their ability to shape and mold the very fabric of the organization. The study also examines the pivotal role played by organizational structure and communication style in creating and maintaining a desirable organizational culture. Furthermore, the study recognizes the invaluable contributions of individuals who work with organizations, as well as their leadership and management styles, in shaping and maintaining an effective organizational culture.

These meticulously conducted research findings serve as a valuable resource for comprehending the intricate and multifaceted elements that profoundly influence organizational culture. Moreover, these findings shed light on the perceptions of respondents regarding the significance of each individual factor in shaping and managing organizational culture. The insights garnered from this research undoubtedly prove to be indispensable for organizations seeking to evaluate and enhance their organizational culture management strategies.

In conclusion, this groundbreaking research offers profound and illuminating insights into the myriad of factors that significantly influence the management of effective organizational culture, as well as the perceptions of respondents regarding the importance of these factors. By comprehending and internalizing these factors, organizations can meticulously develop and implement strategies aimed at improving their organizational culture, thereby fostering a positive and highly productive work environment. It is crucial to recognize that a robust and well-cultivated organizational culture holds the potential to exert a substantial impact on the satisfaction levels of employees, as well as the overall success and prosperity of the organization as a whole.
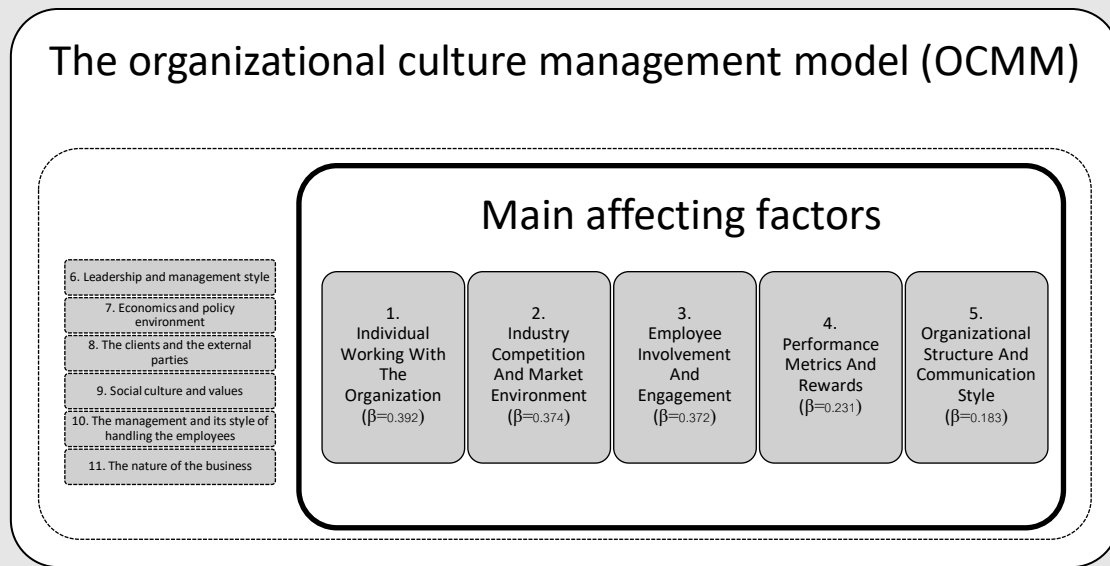
Figure 2 The organizational culture management model (OCMM).

Drawing from the results of regression analysis, it is feasible to comprehend the extent of influence and statistical significance of the respective variables on the dependent variable, thereby offering a framework for the development of an organizational culture management model for environmentally sustainable recycled plastic products.

Conclusion

The data indicates strong positive correlations (0.853*) between employee involvement, engagement, performance metrics, and rewards. Additionally, a strong positive correlation (0.892*) exists between organizational structure, communication style, leadership, and management styles. These relationships suggest that leadership and management styles influence employee involvement, engagement, performance metrics, rewards, organizational structure, and communication style. While other variables show strong correlations (between 0.5 and 0.8), indicating some relationship, the influence is relatively weak. Notably, the data in the last row highlights that each factor mentioned significantly impacts effective organizational culture management, with correlation coefficients mostly above 0.5Iit can be deduced that employee involvement and engagement, performance metrics and rewards, organizational structure and communication style, leadership and management style are all influential factors for effective organizational culture management.

Suggestions

From the research results, researchers have suggestions as follows:

1. Suggestions for applying research results

1.1 Results from research objective 1 found that leadership and management styles: Leadership and management styles influence effective organizational culture management. Organizations should cultivate talents with good leadership and management skills and create a positive leadership style. Organizations should develop people with good leadership and management skills. and create a positive leadership style

1.2 By considering the above factors and continuously optimizing and adjusting in practice, enterprises will be able to create a corporate culture management model that adapts to change and effectively manages intellectual culture.

2. Suggestions for next research

This research is dedicated to exploring the critical role of leadership and management styles in effective organizational culture management. It emphasizes the importance of studying how to cultivate and enhance strong leadership and management styles, including talent development. Through continued research and surveys, a comprehensive understanding of the impact of these factors on organizational culture management will be achieved, enabling the provision of specific and compelling management strategies and tools for organizations.

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