

Management Practices Of Chinese Employers And Job Satisfaction Of Workers

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ABSTRACT

The primary focused in the study was to determine the management practices of Chinese employers to the Boholano community and the level of satisfaction of the local employees to their Employers in the Province of Bohol for the year 2017 to 2018. The study employed quantitative correlation research design. There were 12 establishments used to identify the profile of Chinese investment in the province and 308 respondents who are employed by the Chinese investors. Total enumeration methods were used in gathering the data. The questionnaire was based was based on different researchers with reliability off the items after pilot testing was conducted. Multiple regression analysis was used to see if the profile predict to the variable and the use of Spearman rank was employed to see if there are interrelationships among variables. The result showed that majority of the Chinese start their businesses for are most three years in the province. Most of the Chinese business owners have one business entities. Finally, the type of business capitalization was mostly micro enterprises. The management practices in terms of Job Analysis are moderately practiced as observed by the respondents. The management Practices in the aspect of Work Family Balance, Career Development, and Employee Treatment and Employee Benefits are practiced to the less extent and not impressive. With regards to the level of satisfaction of employees in both motivation and hygiene method, the respondents answered are both less satisfied. The study further suggests that profile of establishments has no relationship between management practices and job satisfaction of workers. There is a strong relationship between management practices and job satisfaction among workers. The study concludes that Chinese establishment in the Province of Bohol is yet to achieve the ideal management practices that are ideally acceptable by their local employees. Such

poor management practices are observed by their worker and a big factor for the unsatisfied workers they employ in the aspects of both motivational and hygiene factor. Management practices with less human consideration could lead to unsatisfied workers. Management should always consider the human factor in dealing with business affairs to attain better satisfaction of workers.

I. Rationale and Literature Background

Chinese - Filipino trading paved the way of major influence and contribution within the Filipino Culture (<https://purduefilipino.com/filipino-history>). Historians noted that the Philippines lies at cross-roads of ancient trade and migration. By the twelfth century, Chinese traders took over most of the Philippines trade and even established trading communities in the Philippines (Gutierrez, et al: 2002). The Philippine economy cannot deny that the main influencer of growth are the Chinese or their Filipino Chinese peers or even the pure Chinese second-generation owners (Miranda, 2018)

The Philippines is an archipelago with diverse cultural experience and a recipient of foreign management concept, styles and practices. One of the contributors of foreign management is the Chinese community. Chinese investors conducted businesses spread around the country enjoying the privileges within the parlance of the Philippine laws. There is a visible presence of Chinese community in every corner of the country, thus Chinese investors are welcomed by the community with the hopes of employment opportunities and business partnership.

Chinese philosophy is gaining a great deal of attention in the business world today, especially in the field of leadership, motivation and organization_ essential requirements for management. Chinese always say "friendliness is conducive to business success". Chinese culture can be characterized as "relation oriented" or social oriented'. Chinese bosses have been alternately characterized as authoritarians and as consensus people. They heavy handed and soft. That is in part because there are different kinds of bosses, and in part because Chinese culture can throw off the sense of what kind of a person they are dealing with (Ackerman,2016).

While management practices are important aspect in defining an organization, it is worth investigating the satisfaction of workers for the human resource department to understand the work force

well, which is a very important component in the success and failure of the organization. Accordingly, satisfied workers are motivated workers. This statement is practically the battle cry of the theory proposed by Psychologist Fredrick Herzberg. The two – Factor Theory also called Motivation – Hygiene Theory believes that an individual's relation to work is basic and that one's attitude toward work can very well determine success and that one's attitude toward work can very well determine success or failure.

Herzberg found that employees named different types of conditions or good and bad feelings. That is, if the feeling of achievement led to a good feeling, the lack of achievement was rare given as cause for bad feelings. Instead, some other factors, such as company policy, were given as a cause of bad feelings (Newstrom and Davis, 2002).

II. Objectives

The main thrust of the study was to determine the management practices of Chinese employers to the Boholano community and the level of satisfaction of the local employees to their Chinese employers in the province of Bohol for the year 2017-18.

Specifically, it sought to answer the following questions:

1. What is the profile of Chinese business establishments in Bohol in terms of:
 - 1.1 length in doing the business in Bohol;
 - 1.2 Number of Business Operated by Chinese owners; and
 - 1.3 Type of Business Capitalization?
2. What is the level of management practices of the Chinese Employers in terms of:
 - 2.1 Job Analysis;
 - 2.2 Work Family Balance;
 - 2.3 Career Development;
 - 2.4 Employee Treatment; and
 - 2.5 Employee Benefit?
3. As perceived by the respondents, what is the level of job satisfaction felt by the locale employees from their Chinese employers in terms of:
 - 3.1 Motivational Factor; and
 - 3.2 Hygiene Factor?
4. Is there a relationship between:
 - 4.1 The profile of Chinese employers in Bohol and the level of management practices of the Chinese Employers to the Boholano employees?

- 4.2 The profile of the Chinese employers in Bohol and the level of job satisfaction of the local employees to their Chinese employer?
- 4.3 The level of management practices of the Chinese Employers to the Boholano employees and the level of job satisfaction of the local employees to their Chinese employers?
5. What action plan may be proposed on the result of the study?

III. Methodology

Design- The researcher used the descriptive research approach and study employed quantitative correlational research design. The profile of the respondents were analyzed if it predicted to the management practices of Chinese employers and the level of job satisfaction of their local employees. Variables were measured and assessed for statistical relationship.

Environment and Participants- The study took place in the province of Bohol, located in the heart of Central Visayas Region of the Philippines. There were two group of respondents. The first groups are the 21 Chinese owners of the business establishments located in the province and their 308 workers residing in Bohol.

Data Gathering- The researcher followed the different phases during the data generation.

Phase I. Seeking Permissions from School Administrators: Permission was sought from the Dean of the College of Advanced Studies to conduct the study. A letter was secured from the university president asking permission that instructors of the different campuses were the respondents. Another letter was presented to the different campus directors for the permission to conduct the study in their campus. A separate letter was also presented to the Chinese Chamber of Commerce in Bohol to conduct the data gathering for the study.

Phase II. Administration of the Instrument and the Collection of Data: With the permission to conduct the study, the questionnaires were given to the respondents and after answering, the questionnaires were collected for consolidation and interpretation.

IV. Results and Discussion

1. **Profile.** The length of doing business in the province by the Chinese owners are still very young and new and it is in the

introductory stage. Most of Chinese entrepreneurs owned one particular business enterprise. Furthermore, Chinese enterprise are considered micro in nature in terms of its capitalization.

**Table 1 Profile of Chinese Business Establishment
N=12**

Profiles			
	f	%	Rank
Length of doing business			
1 -3 years	9	75	1
Less than a year	3	25	2
Total	12	100	
Number of business operation			
2 business establishments	1	8	2
1 business establishment	11	92	1
Total	12	100	
Nature/Type capitalization			
Medium enterprise	2	17	2
Small enterprise	1	8	3
Micro enterprise	9	75	1
Total	12	100	

2. Management Practices.

The result reveals the management practices of Chinese establishments as perceived by the management and the employees. The employees perceived the Chinese management as weak since most of the categories are practiced to the less extent. On the part of the management, practice to a moderate extent was the result, implying that management dealings are reasonable. Employee benefits is considered the least amount of attention by the management as shown in the result. It garnered 2.28 mean and both respondents rated the item in the bottom of the group. Overall, with a composite mean of 2.66 and a description of practiced to a moderate extent, management practices by Chinese establishments are considered modest.

Chinese investors are very conservative with their investment especially during the first few years of operation. Conservatism is very common in business especially in the nature of capitalization such as micro, small and medium enterprises. Chinese entrepreneurs continue to learn and adopt business models to fit different

circumstances and become more innovative and productive of quality goods all the time (Isac and Remes,2021). The Chinese need to learn and provide the benefits expected by their subordinates and this is not a barrier since they can learn and adopt easily and use the situation in their advantage. For years, many business establishments and organizations have referred to an ancient Chinese philosophy for its invaluable commentary on leadership, motivation, and organization. The Chinese philosophy indeed provides many ideal thoughts to successfully conduct a business (Min – Huei,2016). Given time to learn and adjust, the benefits desired by the employees will be granted once these investors will adopt as to how businesses are operated in the province.

Table 2 Management Practices N=329

Items	As Perceived by Employees		As Perceived by Employers		Overall	
	WM	DV	WM	DV	WM	DV
1. Job Analysis	2.67	Practiced to a moderate extent	3.34	Practiced of the great extent	3.00	Practiced to a moderate extent
2. Work Family Balance	2.40	Practiced to the Less Extent	2.79	Practiced to a moderate extent	2.61	Practiced to a moderate extent
3. Career Development	2.50	Practiced to a moderate extent	2.93	Practiced to a moderate extent	2.69	Practiced to a moderate extent
4. Employee Treatment	2.30	Practiced to the Less Extent	3.15	Practiced to a moderate extent	2.73	Practiced to a moderate extent
5. Employee Benefits	1.88	Practiced to the Less Extent	2.28	Practiced to the Less Extent	2.28	Practiced to the Less Extent
Composite Mean	2.35	Practiced to the Less Extent	2.89	Practiced to a moderate extent	2.66	Practiced to a moderate extent

3. Level of Satisfaction

The result shows that the level of satisfaction in terms of motivation factor is 2.18 which means that the workers are less satisfied. These items contributed to job satisfaction only in few scenario or situations. The least of all the items in the motivation factor is Achievement which scored 2.04 and the highest Recognition which is 2.31. This is sad because individuals need to achieve something to gain a sense of pride. However, this is less felt by the individual working for the Chinese employer. Humans are social beings with pride and individuality to consider. Achieving something of value is the common goal of every individual regardless of his or her experience in life. People are motivated with different things, and this motivation can lead to satisfaction. It affirms what Newstrom and Davis (2002) when they said many employees today are actively seeking opportunities at work to become involved in relevant decisions, and thereby contributing their talents and ideas to the organization's success. They hunger for the chance to share what they know and to learn from the experience.

Recognitions on the other hand are rated the highest in the aspect of motivation factor. Though, the highest in rank the composite mean is not impressive, it is still rated as less satisfied. People need to be treated not as commodity but as persons or humans. Employers should always acknowledge the fact that their workers are their partners in business and not a liability. Recognition comes after achieving something, the power people felt once recognized by their superior is surreal that people tend to be more energized and motivated. People seeking recognition are people with a high need of power for they have great desire to influence people and control the situations. They seek leadership position and are willing to take risks to get there (Martires and Fule ,2001).

The table supports Newstrom and Davis' (2003) discussion that people deserve to be treated differently from other factors of production because they are of the higher order in the universe. Because of this distinction they want to be treated with care, respect and dignity; increasingly, people demand such treatment employers. Workers refuse to accept the old idea that they are simply economic tools. They want to be valued for their skills and abilities hence, to be provided with opportunities to develop themselves.

Table 3.1 Motivation Factor
N=308

MOTIVATION FACTORS		
ITEMS	WM	DV
Achievement		
1. The management offers recognition program for worker's achievement making the latter proud to be part of the company.	1.95	Less Satisfied
2. The management provides a sense of appreciation for a job well done.	2.14	Less Satisfied
3. The management offers an ambiance of pride for workers' contribution is the success of the company.	2.03	Less Satisfied
Composite Mean	2.04	Less Satisfied
Advancement		
1. The management provides policy for career advancement than monetary incentives.	1.97	Less Satisfied
2. The management policy pursues jobs allowing workers to learn new skills for career advancement.	2.19	Less Satisfied
Composite Mean	2.08	Less Satisfied
Work itself		
1. The company allows multi-tasking policy to experience the thrill of doing different things.	2.3	Less Satisfied
2. The management empowers the workers to do their job in their own capacity.	2.35	Less Satisfied
3. Management makes the job exciting and challenging.	2.21	Less Satisfied
Composite Mean	2.29	Less Satisfied
Recognition		
1. The management acknowledges workers for completed task.	2.38	Less Satisfied
2. Management shows appreciation to workers for a job well done.	2.31	Less Satisfied
3. Managers give adequate recognition for doing a good job.	2.23	Less Satisfied
Composite Mean	2.31	Less Satisfied
Growth		
1. The management sees to it that workers have grown as persons while working in and for the company.	2.13	Less Satisfied
2. Managers allow the workers to grow and develop as person/human.	2.17	Less Satisfied
3. Management permits workers to improve experience, skills and performance.	2.20	Less Satisfied
Composite Mean	2.17	Less Satisfied

Composite Mean Motivational Factors	2.18	Less Satisfied
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The result of the level of satisfaction in terms of Hygiene Factor of Boholano workers is less satisfied in all of its criterion. All the items in this particular feature are rated less satisfied but item work security and relationship with peers is rank lowest and the highest respectively. The result is disturbing since satisfaction of workers is essential for more production. Relationship with peers appears to have the highest ratings since it is normal for people to work together harmoniously especially if there are limited number of peers whom one can have always contact with. The lesser fellow workers one work with, the lesser the relationship needs to be established. The bigger is the organization, the more complex human and operational relationships become (Gutierrez, et al, 2002).

Work security on the other hand received the lowest rating and this should be taken into account seriously by the management. In this particular investigation, work security includes tenure and the safeness of the establishment the personnel work for. Every worker has fear in being laid off by the management who is the superior. However, laying-off and retrenchment are not the only reasons for being fearful of their job. Employees also considered that the workplace is accessible and fully ventilated to prevent work related accidents and incidents. In the case of Chinese employers and employees in the province, written contract is not practiced thus, making the employees vulnerable in the conduct of performing his or her duties as employees.

The result would have been different if each establishment has a contract with the employees, for the contract will serve as the security blanket for the employees. Though under the operation of the law, when an employee is working for a particular establishment without interruption or stoppage for a period of six months, automatically the worker is deemed a regular employee but most of the employees do not feel secure in this kind of set up. They know that they are protected by law, but they will doubt as to how long. They may win the case but in the long run, it is difficult for them to look for a job, because the associations of businessmen have their own ways of knowing a red flag applicant even at the door step (De Leon and De Leon, 2011).

Table 3.2 Hygiene Factor
N=308

HYGIENE FACTORS		
Company Policies		
1. The management shows an accommodating attitude to all stakeholders.	2.17	Less Satisfied
2. The management offers a policy that is favourable to the workers.	2.10	Less Satisfied
3. The management offers a policy that is favourable to the workers.	2.08	Less Satisfied
Composite Mean	2.12	Less Satisfied
Relationship with peers		
1. Management sees to it that all workers get along well with other workers.	2.22	Less Satisfied
2. The management sees to it that there is warmth or harmony among workers.	2.20	Less Satisfied
3. The management make sure that the workers in the company felt like a family.	2.16	Less Satisfied
Composite Mean	2.19	Less Satisfied
Work Security		
1. The management offers a safe place for workers.	2.05	Less Satisfied
2. Managers let workers feel that they are secure with their jobs.	2.04	Less Satisfied
3. The management ensures that the location of the job is accessible.	2.07	Less Satisfied
Composite Mean	2.05	Less Satisfied
Relationship with Supervisors		
1. Management encourages a strong support system between workers and their direct supervisors.	2.19	Less Satisfied
2. The management ensures that there is a healthy relationship among the supervisors and the workers..	2.11	Less Satisfied
3. The management provides supervisors who are strong and trustworthy leaders.	2.12	Less Satisfied
Composite Mean	2.14	Less Satisfied
Composite Mean Hygiene Factors	2.13	Less Satisfied

Overall, the workers level of satisfaction is less satisfied with a composite mean of 2.15. In both cases, neither motivational factor nor hygiene factor gives satisfaction to the employees. This is due to the fact, that most Chinese establishments are operated without proper procedures and system. There is no formal contract, no proper development program, and no maintenance program so in short, there is no concrete policy for personnel and human resources leading to chaos in the personnel's conduct of the business. Perfecto Sison (2003) point out that the role of Personnel and Human Resource department is very crucial for the state of commitment of personnel for the organization.

Normally, the presence of motivators leads to high level of satisfaction, but their absence puts workers only to a neutral stage. In the case of hygiene factors, their absence leads workers to high level of dissatisfaction while their presence generally brings employees only to a neutral state. It is fitting to note in this case that neutral state is not good in both in motivation and hygiene factors. In case of the latter, they must focus on providing what motivate the workers in order to have productivity in business. On the other hand, they should consider providing it if dissatisfaction is to be prevented.

From a managerial standpoint, the distinction between hygiene and motivational factors is a significant one. Thus, managers should focus their attention on hygiene factors if they aim to prevent dissatisfaction. However, if they want to motivate employees, they should concentrate instead on the motivators (Martires and Fule, 2001).

4. Interrelationship among Variables

The profile of the business establishment owned and management by Chinese has no effect on the management practices as revealed by chi square value less than the critical value at 0.05 alpha level. The result strongly affirms the different authors' principle that business management is universal. Regardless of the year of operation, number of business establishments and the amount of capitalization spent by the investors what matters are the right approach and strategy in business.

Table 4 Relationship between Profile and Management Practices

Relationship between Profile and Practices					
Variables	x2 test value	Degrees of freedom (df)	Critical value	Decision	Interpretation
Lenth of doing business	0.8	1	3.841	Insignificant, Ho: Accepted	No relationship
Number of business operations	0.218	1	3.841	Insignificant, Ho: Accepted	No relationship
Nature/type of capitalization	0.8	2	5.991	Insignificant, Ho: Accepted	No relationship

The relationship between the business profile and the satisfaction of worker can not be established in the study since satisfaction of worker cannot be measured with the length of time the business has been going on. To achieve satisfaction, the amount of time by business operation cannot be the sole basis. Satisfaction can be in different form. It is the internal force that can motivate workers to perform their job.

This can be supported with a marketing theory about product lifecycle. Accordingly, there are four stages of life cycle. These life cycles are the introductory, growth, maturity and decline (Go and Go,2010). In the case at bar, most establishment are operating for less than two years which fall under the introductory stage. In this particular stage, profit is less than expenses, causing the business to be unprofitable.

Relationship between Profile and Satisfaction

N=12

Relationship between Profile and Satisfaction					
Variables	x2 test value	Degress of freedom (df)	Critical value	Decision	Interpretation
Length of doing business	3.467	2	5.991	Insignificant, Ho: Accepted	No relationship

Number of business establishment	0.218	2	5.991	Insignificant, Ho: Accepted	No relationship
Business Capitalization	0.8	4	9.488	Insignificant, Ho: Accepted	No relationship

There is a significant relationship between the Level of practices and satisfaction using the test value of 0.743 which is strong relationship. It means that the satisfaction of the employees is a result of how Chinese people managed their business. Employees are less satisfied because of the poor management practices of the employers. The findings affirmed the different principles of management particularly in the aspect of human behavior management and personnel or human resource management. Elton Mayo believes that human consideration should always be considered by management in order for human resources to function to its full potential (Sison,2003).

Ramasamy (2012) stated that employee motivation which leads to satisfaction is a subject, which is difficult to understand. The behavior of the employees in an organization typically follows three patterns – the top notch, who are self – actualized, the middle ones who are fence sitters, and the bottom most, who do not want to be motivated. In this particular investigation, most workers are in group fence sitter or in bottom wherein their actions are usually based on the way in which the organization is managed.

Relationship between Management Practices and Level of Satisfaction

Tests of Normality							Normality
Variables	Kolmogorov-Smirnov ^a			Shapiro-Wilk			
	Statistic	Df	ig.	Statistic	df	ig.	
Practices	.087	308	.000	.966	308	.000	Not Normally Distributed
Satisfaction	.143	308	.000	.940	308	.000	Not Normally Distributed
Relationship of Variables							
Variables	Spearman rho	p-value	Decision			Interpretation	

Level of Practices and Level of Satisfaction	0.743	0.00	Significant, Ho: Rejected	Significant strong relationship
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V. Conclusions

Therefore, the Chinese establishments in the Province of Bohol have not yet observed the ideal management practices that are acceptable by their Boholano employees. Poor management practices are observed and experienced by their workers which is a determinant of the low level of satisfaction among the workers in the aspects of motivation and hygiene factors. Therefore, management practices with less human consideration could lead to unsatisfied workers.

VI. Recommendation

Based on the conclusions derived from the results of the study, the following recommendations are offered:

The Chinese business management and personnel have to consider attending values and cultural orientation about the Philippines specifically the Bohol province considering that the environment is essential in formulating plans and strategies in handling the human resources and the business as a whole. The Chinese Business Community has to create a proper Human Resource (HR) Policy/Program and the Human Resource Department has to be adopted by the entire Chinese Community and Chinese investors, employees and entrepreneurs have to be guided with the laws regarding rights, privileges, duties and obligations of their workers.

The Chinese employers have to motivate their employees through job enrichment which can be proposed to make the job more challenging and meaningful for the employees which can be provided by the HR or some business consultants and experts.

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