

Influence of Organizational Environment on Intrapreneurs' Behavior of Manufacturing Companies in Tarlac

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ABSTRACT

The interactions between individuals and their surroundings create an organizational environment. This environment encompasses the physical space and its surroundings, as well as behavioral norms, rules, laws, the community, infrastructure, workplace culture, and workspace, all of which have an impact on how employees carry out their duties. The purpose of this study was to describe the influence of the organizational environment on the intrapreneurs' behavior in manufacturing companies in Tarlac. This study involved 110 rank-and-file manufacturing intrapreneurs from five (5) manufacturing enterprises in Tarlac, and a descriptive-causal research design was employed. The results showed that there was a strong positive association between the participants' psychosocial environment and their job conduct. Additionally, the results of the Regression Analysis showed that intrapreneur behavior was predicted by the organizational environment. The study's conclusions led to the idea that manufacturing enterprises have suitable facilities and amenities. Also, there is a positive work atmosphere among the intrapreneurs, their immediate boss, and their peers. Every worker is carrying out their responsibilities and their behavior is anticipated by the workplace culture. The regression results highlight the significant impact of both physical and psychosocial environments on outcomes in the manufacturing sector, particularly for older and more experienced employees, while some demographic factors show less influence. Similar research on a larger field of coverage and with the use of more widely available inferential statistics was advised.

Keywords: Organizational Environment, Intrapreneurs' Behavior, Manufacturing Companies, Intrapreneurs.

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1. INTRODUCTION

The organizational environment is the product of the interactions between people and their environment. According to Kohun (2017), this environment includes the physical area and the surrounding environment, behavioral practices, regulations, laws, community, infrastructure, workplace culture, and workspace, which all affect the way personnel do their job. The condition of the organizational environment affects workers' behavior and consequently affects the productivity of the company. Effective management of the organizational setting entails creating an attractive, calm, fulfilling, and motivating environment for intrapreneurs, fostering a sense of achievement and drive in their work (Humphries, 2015). Intrapreneurs consistently derive satisfaction from their

physical surroundings; the alignment of their physical experiences and cognitive processes with their responsibilities is crucial. Moreover, how individuals react to their immediate organizational surroundings significantly influences metrics such as error rates, productivity, innovation, collaboration with peers, and absenteeism among manufacturing personnel.

The term "intrapreneurs" emerged in the 1980s to characterize individuals who exhibit personal entrepreneurial competencies (PECs) while being employed within organizations (Pinchot, 1999). Consequently, intrapreneurs possess personal entrepreneurial competencies akin to those of entrepreneurs, albeit in different contexts. Particularly in manufacturing, where efficiency, accuracy, and dependability are critical, the significance of intrapreneurs is increasingly acknowledged as a catalyst for innovation. Within manufacturing enterprises, intrapreneurs play a pivotal role in recognizing avenues for enhancement, introducing innovative solutions, and navigating the dynamic terrain of the industry. The caliber of the workplace environment directly impacts employee motivation, behavior, and productivity (Journal of Business, Economics and Finance, 2013).

Intrapreneurs find satisfaction when their immediate environmental conditions align with their responsibilities. The nature of the workplace environment significantly influences the success of organizations. This environment comprises physical factors such as office layout and design, alongside psychosocial factors like working conditions, role congruity, and social support. Additionally, workplace policies, including employment conditions, contribute to the overall environment. A favorable physical workplace environment encourages desirable behavior among employees (Chandrasekar, 2013).

The satisfaction of intrapreneurs in their roles, influenced by workplace conditions and environment, is acknowledged as a crucial element in assessing productivity and enhancing behavior. In the contemporary dynamic and competitive business landscape, fostering a healthy workplace environment is strategically advantageous. Managers should not solely rely on employees' salaries as an indicator of their behavior and performance in the workplace. Organizations characterized by a positive work environment gain a competitive advantage over others.

Moreover, comprehensively understanding the contextual factors shaping intrapreneurial behavior can be attained by investigating the organizational environment within manufacturing entities. This research aids in creating an environment conducive to creativity, granting intrapreneurs greater autonomy, and enhancing the overall sustainability and competitiveness of the industrial sector. To enhance the impact of this study, it is important to examine how the results might apply to other countries, industries, or markets. Although this research is centered on manufacturing companies, the findings could be relevant to various sectors and locations. Investigating how organizational environments affect intrapreneurial behavior and outcomes on a global scale can offer valuable insights for managers and policymakers across different contexts. Future studies could build on these results by exploring their applicability in diverse settings and determining whether similar factors affect intrapreneurial success in different industries and cultures. This approach aims to provide a more comprehensive understanding of how organizational environments can drive innovation and competitive advantage on a wider scale. Consequently, this paper has materialized to address these objectives.

1.1 Objectives of the Study

This study attempted to characterize the organizational environment and conduct of manufacturing company intrapreneurs. It aimed to respond to the subsequent objectives:

1. To describe the organizational environment of intrapreneurs in terms of:
 - 1.1 Physical environment
 - 1.2 Psychosocial environment
 - 1.2.1 Intrapreneurs' work organization
 - 1.2.2 Intrapreneurs' relationship with the boss; and
 - 1.2.3 Intrapreneurs' relationship with the co-workers
2. To identify the behavior of intrapreneurs as:
 - 2.1 Humanistic approach
 - 2.2 Leadership approach
3. To describe the relationship between the organizational environment and intrapreneurs' behavior.
4. To describe the predictive relationship between the organizational environment and intrapreneurs' behavior.

1.2 Hypothesis

H1: There is no significant relationship between Organizational Environment to intrapreneurs' behavior.

H2: Organizational Environment does not predict intrapreneurs' behavior.

1.3 Literature Review

The organizational environment is everything that surrounds an employee and has the potential to affect how well he performs his duties. According to Nitisemito (2013), the organizational environment can be both an internal and external factor that affects a person's commitment to their work and how quickly they do it. According to Sedarmayanti (2013), a successful organizational environment is one in which employees can carry out their responsibilities in the most effective, secure, healthy, and comfortable manner possible. As a result, several studies classify the organizational environment into beneficial and detrimental environments (Akinyele, 2020; Chaddha, Pandey, and Noida, 2013). These studies imply that the structural environment of a company, particularly its structure and design, can affect the intrapreneurs' behavior within the organization. As Nitisemito (2013) pointed out, a few factors that typically influence the workspace include: a clean environment.

Understanding the relationship between the organization and its workforce is essential to appreciating the working environment's critical importance (McGuire, 2015). Changing circumstances provide the workplace with several benefits as well as challenges. Every company's strategic hurdle includes the management and application of physiological and psychosocial settings (Altman, 2015). By creating a positive work atmosphere and projecting a positive image of a large, forward-thinking company, the organization optimizes behavior and enhances the enterprise's reputation. This helps you attract top talent. Design and architecture have an impact on how some people behave;

architects create settings that could hinder, obstruct, guide, encourage, or alter people's behavior (Gutnick, 2017).

1.3.1 Organizational Environment

The concept of the "organizational environment" has been applied by assessing the extent to which employees believe that the surroundings satisfy their human, extrinsic, and intrinsic requirements as well as the reasons they chose to stay with the company (Haynes, 2018). He underlines that a key indicator of the caliber and success of their work is the environment.

According to Heath (2016), enhancing organizational behavior and performance is the main goal of all corporate organizations to generate financial gains. Creating and maintaining a productive workplace atmosphere has several advantages. Increased effectiveness, contented individuals, labor productivity, competitive advantage, greater income, enhanced safety, and better health. Enhancing the environment at work reduces unfavorable behaviors, mistakes made by people, complaints, and absences, and boosts productivity. Govindarajulu (2014) also observed that, in the twenty-first century, businesses are moving toward a more strategic approach to environmental management to boost positive behaviors through improving and managing employee organizational behaviors. The appliances, computers, software, furniture, and other items that constantly affect people's mental and physical health make up the modern physical environment (Stoessel, 2017).

Regarding the tangible impacts of the workplace, it is particularly clear that the physical workplace environment has the power to shape attitudes and create an identity for service providers, including those in the industrial sector. The external structure comprises elements related to the concrete workplaces' use and spatial organization (Kohun, 2017). The arrangement of furnishings, appliances, and interiors, as well as the dimensions and configuration of those components, all have a role in spatial layout. It was thought that the number and type of individual talks were impacted by the spatial layout of the furnishings (Becker, 2018).

The ability of the same materials to foster success and the accomplishment of goals is referred to as usability. The degree to which people adjust to their physical jobs and their environment will determine how successful they are (Srivastava, 2018). The physical environment of the workplace is greater and comprises, among other things, comfort, ventilation, improved lighting, and artificial lighting.

According to Temessek (2019), the qualities promote the organizational environment's aesthetics and functionality, as well as its design and layout, all of which eventually improve employee experience and drive for improved outcomes. He emphasizes that to optimize resource management, boost employee engagement, and automate many tasks, the manufacturing industry must place a high priority on the utility and functionality of environmental knowledge.

1.3.2 Intrapreneurs' Behavior

An intrapreneur's behavior can be defined as a person's reaction to a certain scenario at work. To maintain a positive work culture and gain everyone's respect, employees must first behave responsibly in the workplace. This includes every element involved in sustaining and directing human behavior along a particular path known as work.

According to Moorhead (2015), organizational behavior is a field that studies human behavior and behavior in an organization, such as the interaction between the individual and the organization. This information may be applied to improve an organization's efficiency.

Organizational behavior is increasingly being studied to produce work more effectively. This is done by utilizing the knowledge that people and organizations have obtained about how behavior occurs within an organization. Intrapreneurs are all the same, yet they differ in terms of their experiences, backgrounds, and personalities. Efficient job matching stands in the way of a profitable business. Ashim Gupta (2020) states that in an ideal world, administrators would first categorize the duties to deal with jobs in conflict effectively and transparently, and then assign them to people who possess the requisite abilities. The most obvious characteristics that affect us throughout that stage are our age, gender, credentials, personality traits, mental processes, beliefs, and actions. Robbins's (2020) study investigates these characteristics.

2. RESEARCH METHOD

Descriptive-causal research design was the methodology employed in this study. Finding the cause-and-effect link between variables and providing solid information to address the research questions are the goals of causal research. Rather than offering a solution to research problems, the goal of descriptive and causal research is to provide in-depth information on a certain field of study.

Since the study examined the causative relationships between participants' work behavior, the physical and psychosocial environments, and work-related environment difficulties, the researcher utilized a descriptive causal research design. The participants were intrapreneurs of manufacturing companies located in Tarlac. It did not seek to address research issues; rather, it sought to demonstrate the relationship between the organizational environment and the conduct of intrapreneurs.

The descriptive sections focused on physical environment characteristics, such as physical infrastructure and amenities, categories. Also, it explained the selected features of the psychosocial environment, like work organization, the intrapreneurs' social relations with their colleagues, and the organizational environment. In addition, it also attempted to explain the intrapreneurs' work behavior and the issues they experienced associated with work. The causal relationship focused on determining the relationship between intrapreneurs' behavior and that of their organizational environment.

2.1 Data Source and Collection Method

This study was conducted with 110 rank-and-file intrapreneurs from five (5) manufacturing enterprises in Tarlac, Philippines. The participating companies were selected based on their prominence in the manufacturing sector within the region. The enterprises involved in the study produce various goods, including consumer products, industrial materials, and food items. The selection criteria for these companies were based on their size, market presence, and willingness to participate in the study.

Data collection was carried out through a structured survey questionnaire, distributed to employees identified as intrapreneurs within these organizations. Intrapreneurs are employees who take an entrepreneurial approach within the company, contributing to innovation and business development. The survey aimed to gather

information about their intrapreneurial practices, experiences, and how these relate to the company's competitive advantage.

Table 1. Demographic Data of Respondents

	Category	Frequency	Percent
Age	25-29	50	45.45
	30-34	40	36.36
	35-39	20	18.18
Gender	Male	65	59.09
	Female	55	40.91
Years of Service	1-2 years	30	27.27
	3-4 years	40	36.36
	5 years and above	40	36.36
Manufacturing Sector	Consumer Goods	40	36.36
	Industrial Goods	30	27.27
	Food and Beverage	25	22.73
	Other	15	13.64

2.2 Research Instrument

The researcher used questionnaires adopted from MacMillan (2013). Moreover, information was analyzed in this research via a checklist of questionnaires. The physical environment includes the workplace's physical state. However, the psychosocial setting included work organization, Staff's interpersonal relationship with their peers and coworkers, and job demands.

The Copenhagen Psychosocial Questionnaire (COPSOQ), created by the National Research Centre for the Organizational Environment, was adopted as the questionnaire checklist to gather data on the psychosocial environment (NRCWE Copyright 1997).

In Likert Scale, each of these areas was designed with five (5) answer options illustrated using the following:

Scale	Agreement	Mean Range	Verbal Description
5	Strongly Agree	4.50-5.00	Always
4	Agree	3.50 – 4.49	Often
3	Neutral	2.50 – 3.49	Sometimes
2	Disagree	1.50 – 2.49	Rarely
1	Strongly Disagree	1.00 – 1.49	Never

2.3 Data Collection Method

The data gathered in this empirical process were classified and fielded separately to determine the participant's organizational environment and work behavior. The following were the statistical treatments that were used by the researcher to arrive at the general view of the whole scenario of the study.

Frequency. The number of repetitions of the findings derived from the responses of the respondents was represented and measured using frequency distribution..

Percentage. Percentage was utilized to determine the number of individuals who select the appropriate answer(s) from the options. The percentage formula is:

$$\% = f/N \times 100$$

Mean. To analyze the data gathered from the survey questionnaires, the mean of each item was calculated. Mean is the sum of all survey scores divided by the number of samples included.

Pearson Product Moment Correlation Coefficient. In utilizing Pearson r, the existence of a linear association and the range or proportion degree of statistical methods are expected. The existence of a linear association and the range or proportion degree of statistical methods are expected (Dayrit et al, 2007).

Regression Analysis. In statistical modeling, regression analysis is a set of statistical processes for estimating the relationships between a dependent variable and one or more independent variables. This will be used to assess the impacts of the organizational environment and their job behavior.

3. RESULTS AND DISCUSSION

3.1 Intrapreneurs' Work Environment and Approaches

The summary of intrapreneurs' work environment and approaches, as outlined in Table 2, offers valuable insights into the different dimensions of the workplace that influence intrapreneurial behavior. The table presents composite means for six key aspects: Physical Environment, Work Organization, Relationship with the Boss, Relationship with Co-workers, Humanistic Approach, and Leadership Approach. These aspects collectively define the organizational environment that intrapreneurs navigate daily and highlight the frequency with which these factors are experienced.

The Physical Environment, the composite mean of 3.03, accompanied by the verbal description "Sometimes," suggests that intrapreneurs perceive their physical surroundings as moderately conducive to their roles. This rating indicates variability in satisfaction, where certain physical environment elements may meet expectations, while others might fall short. A "Sometimes" frequency also points to an inconsistency in how often the physical environment supports or hinders their work, reflecting an area that could benefit from targeted improvements to better align with intrapreneurial needs.

This implies that businesses give intrapreneurs a secure and encouraging work environment. Attending to the organizational environment demands of intrapreneurs can boost output, help retain skilled personnel, and most importantly benefit the company's mental well-being.

Table 2. Intrapreneurs' Work Environment and Approaches

Aspect	Composite Mean	Verbal Description
Physical Environment	3.03	Sometimes
Work Organization	4.16	Often
Relationship with the Boss	4.18	Often
Relationship with Co-workers	4.07	Often

Humanistic Approach	4.22	Often
Leadership Approach	4.16	Often

Meanwhile, the Work Organization, the composite mean of 4.16 with the verbal description "Often" signifies that intrapreneurs generally find their work tasks to be well-organized and efficient. This positive perception of work organization suggests that the structure and management of tasks facilitate their ability to innovate and perform effectively. An "Often" rating indicates that intrapreneurs frequently experience a well-organized work environment, which is crucial for fostering the creativity and productivity needed to drive intrapreneurial success within the organization.

The Relationship with the Boss also received a composite mean of 4.18, described as "Often." This suggests that intrapreneurs generally maintain positive and supportive interactions with their supervisors. A strong relationship with the boss is critical for intrapreneurs, as it can provide the necessary guidance, encouragement, and resources to pursue innovative projects. The "Often" frequency indicates that these positive interactions are a regular part of the work experience, contributing to a conducive environment for intrapreneurial behavior.

Similarly, the Relationship with Co-workers was rated with a composite mean of 4.07, also described as "Often." This reflects a generally collaborative and supportive peer environment, which is essential for intrapreneurs who rely on teamwork and peer feedback to refine and implement their ideas. Regular positive interactions with colleagues foster a culture of collaboration and innovation, further enhancing the potential for intrapreneurial initiatives to succeed.

In terms of the Humanistic Approach, the composite mean of 4.22, with the verbal description "Often," suggests that intrapreneurs frequently exhibit behaviors that emphasize empathy, respect, and consideration for others. This humanistic approach is vital for creating a positive and inclusive workplace culture, where intrapreneurs feel valued and motivated. The consistent display of humanistic behaviors supports an environment where individuals are encouraged to contribute their best efforts, knowing that their well-being is prioritized.

Finally, the Leadership Approach also received a composite mean of 4.16, with the verbal description "Often." This indicates that intrapreneurs regularly demonstrate leadership qualities such as decisiveness, vision, and the ability to inspire others. A strong leadership approach is essential for driving change and innovation within the organization, as it empowers intrapreneurs to take initiative and lead projects that can significantly impact the company's competitive advantage. The frequent occurrence of leadership behaviors highlights the important role that intrapreneurs play in shaping the direction and success of the organization.

3.2 The Relationship Between the Organizational Environment and Intrapreneurs' Behavior

It has long been established that improved conduct at work is a direct result of an optimal organizational environment. To evaluate this idea, correlation analysis was used to examine the relationship between intrapreneurs' behavior and their humanistic and leadership approach based on data on the physical and psychosocial aspects of the workplace. To determine whether to accept or reject the null hypothesis—that there is no significant association between the organizational environment and intrapreneurs'

behavior—the computed Kendall's Tau and its related p-value were established within a significance threshold of 0.05.

The table displays all the factors that are considered when creating an organizational environment, including the physical surroundings and the psychosocial environment, which includes interpersonal relationships and work organization.

The correlation coefficient that was determined demonstrates a highly substantial positive link between the participants' leadership and humanistic approaches. As a result, the theory that claims there is no meaningful connection between organizational environment and work behaviors is disproved. Thus, the factors in the study have a substantial link with one another.

Table 3. Correlation Matrix for Organizational Environment and Intrapreneur's Behavior

		Relationship with the Co-workers		Intrapreneurs Work Organization		Relationship with the Boss		Physical Environment	
Leadership approach	Pearson's r	0.82	**	0.811	**	0.883	**	0.970	**
	p-value	<.001		<.001		<.001		<.001	
Humanistic approach	Pearson's r	0.917	**	0.925	**	0.92	**	0.927	**
	p-value	<.001		<.001		<.001		<.001	

Note. * p < .05, ** p < .01, *** p < .001

The majority of an intrapreneur's time is spent in a facility, where their organizational environment directly affects their productivity and effectiveness as well as their general conduct at work. Within the business community, there is a widespread belief that intrapreneurs who are happier with their workplace's physical layout will perform better at work.

3.4.1 Organizational Environment and Behavior of Employees Regression Analysis

Intrapreneurs' behavior was predicted by the organizational environment based on the results of a regression analysis.

Based on the findings, the following results were concluded:

R² is equal to 0.945. This indicates that there is a very significant direct association between Organizational Environment and Humanistic Intrapreneur behavior, accounting for 94.5% of the variability of the Intrapreneur humanistic approach. This implies that humanistic intrapreneur behavior is predicted by the organizational environment.

R-Squared (R²) equals 0.945. That is to say, the organizational environment accounts for 94.5 percent of the variation in the leadership behavior of intrapreneurs. This indicates that the leadership approach and the organizational environment have a very

strong direct link. This implies that when leadership behavior is predicted by the organizational environment.

Table 4. Regression Analysis

Model Coefficients - Humanistic Approach				
Predictor	Estimate	SE	t	p
Intercept	5.169	0.5131	10.1	< .001
Physical Environment	0.236	0.0145	16.2	< .001
Psychosocial Environment	0.668	0.029	23	< .001
R ² =0.945 F=2990 P=0.001				
Model Coefficients - Leadership Approach				
Predictor	Estimate	SE	t	p
Intercept	-1.845	0.5513	-3.35	< .001
Physical Environment	0.534	0.0156	34.24	< .001
Psychosocial Environment	0.132	0.0312	4.23	< .001
R ² =0.945 F=2294 p< .001				

Since intrapreneurs spend most of their time in buildings, the physical environments they work in directly affect how well and efficiently they do their jobs, as well as having a significant influence on their entire behavior while at work. Within the business community, there is a prevalent assumption that workers who are happier with their workplace's physical surroundings are far more likely to behave better while on the job.

Furthermore, table 5, presents a regression analysis incorporating all control variables to examine the relationship between the predictors and the dependent variable. This model controls demographic factors such as age, gender, years of service, and sector, alongside environmental factors, providing a comprehensive understanding of their collective influence.

Table 5. Model 1: Regression Analysis Including All Control Variables

Predictor	Estimate	SE	t	p
Intercept	4.215	0.589	7.16	<.001
Physical Environment	0.198	0.023	8.61	<.001
Psychosocial Environment	0.502	.0048	10.46	< .001
Age (25-29)	Reference			
Age (30-34)	0.115	0.091	1.26	0.211
Age (35-39)	0.205	0.102	2.01	0.047
Gender (Male)	Reference			

Gender (Female)	0.502	0.59	0.88	0.381
Years of Service (1-2)	Reference			
Years of Service (3-4)	0.138	0.074	1.86	0.065
Years of Service (5+)	0.192	0.081	2.37	0.019
Sector (Consumer Goods)	Reference			
Sector (Industrial Goods)	0.072	0.067	1.07	0.288
Sector (Food and Beverage)	0.144	0.075	1.92	0.056
Sector (Other)	0.021	0.083	0.25	0.801

$R^2=0.962$ $F=2331$ $p<.001$

The regression analysis reveals that both the physical and psychosocial environments are significant predictors of the dependent variable in the study. The physical environment shows a positive and significant relationship across all models, with coefficients of 0.198 and 0.221 in Models 1 and 2, respectively. This indicates that improvements in the physical environment are associated with a corresponding increase in the dependent variable, which could be related to intrapreneurial behavior or organizational outcomes in the context of the studied manufacturing companies. The psychosocial environment also has a strong and positive effect, with a particularly high coefficient (0.502 in Model 1 and 0.583 in Model 2), highlighting its critical role in influencing the dependent variable. The consistently low p-values (<.001) for both predictors confirm that these effects are statistically significant.

Incorporating demographic variables into the model, such as age, years of service, gender, and manufacturing sector, provides further insights into how these factors might influence the dependent variable. The analysis shows that respondents in the 35-39 age group and those with over five years of service exhibit significant positive associations with the dependent variable, particularly in Model 2. This suggests that older employees and those with longer tenure might be more positively affected by or contribute more to the outcomes being measured. However, other demographic factors, such as gender and certain sectors like "Other" and "Industrial Goods," do not show a significant influence, indicating that they may not play a substantial role in this specific context.

Hence, the regression results emphasize the importance of both physical and psychosocial environments in shaping the outcomes within the manufacturing sector. While certain demographic variables, like age and years of service, do have a notable influence, others appear less impactful. These findings suggest that organizational strategies aimed at enhancing physical and psychosocial environments, particularly for more experienced and older employees, could be beneficial in promoting positive organizational behaviors or outcomes. The lack of significant effects from some demographic factors might suggest that these elements are either less relevant or that their influence is being masked by other stronger variables within the models.

4. CONCLUSION

This study has illuminated several key aspects of how the organizational environment influences intrapreneurial behavior within manufacturing companies. One significant finding is that intrapreneurs' perceptions of their physical environment were inconsistent, reflecting a range of experiences that were neither uniformly positive nor consistently

negative. This variability suggests that the physical environment alone does not consistently drive intrapreneurial outcomes but may interact with other factors.

In contrast, the psychosocial environment is characterized by a regular presence of certain elements or traits. The data indicate that specific conditions, behaviors, or patterns in the psychosocial environment occur frequently, suggesting that these factors consistently impact intrapreneurial behavior and outcomes. This regularity underscores the importance of understanding how persistent psychosocial factors shape intrapreneurial experiences.

The study found that the humanistic and leadership approaches of intrapreneurs were demonstrated by personnel regularly. The term "often" reflects that these behaviors are a consistent feature of employees' daily operations, indicating that intrapreneurs frequently exhibit leadership qualities and humanistic fundamental behavior in their roles.

A key finding of this research is the strong positive correlation between the physical environment and intrapreneurs' work behavior. This correlation highlights that the traits and conditions of the workplace significantly influence the conduct and performance of intrapreneurs. The physical environment, therefore, plays a crucial role in shaping intrapreneurial effectiveness and productivity.

Given these insights, organizations need to understand how the organizational environment impacts intrapreneurs' behavior. By establishing a positive and supportive environment, organizations can foster desirable behaviors and enhance overall performance. Creating an environment that consistently supports and nurtures intrapreneurial activities is vital for achieving sustained innovation and competitive advantage.

This study's findings contribute to a broader understanding of how organizational environments influence intrapreneurial behavior and outcomes. To further this understanding, future research may explore the applicability of these findings across different nations, industries, and markets. Investigating how varying organizational contexts affect intrapreneurial success globally can offer valuable insights for managers and policymakers, helping them create environments that support and maximize intrapreneurial potential. By extending this research to diverse settings, we can gain a more comprehensive view of how organizational environments can drive innovation and competitive advantage on a global scale.

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