Enterprise Organizational Health Survey and Human Resource Strategy— A Case Study of Company D

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Abstract: Organizational health is a critical indicator for measuring the internal operational efficiency and employee satisfaction of a company, significantly impacting its long-term development. Conducting continuous organizational health surveys is a reflection of a company's commitment to long-termism. This study aims to assess the organizational health of Company D, employing questionnaires, interviews, and comparative research methods. The findings reveal that Company D performs well in mission and vision, role cognition, and innovation, but there is room for improvement in management capabilities.

Keywords: organizational health; organizational diagnosis; management improvement

1. Introduction

Company D, as a high-tech company in the renewable energy industry with over two decades of establishment, has grown into a global leading company with more than 10,000 employees and annual sales exceeding 70 billion RMB. Because of global strong push for green energy, the company has maintained a high annual growth rate in recent years. With intensifying market competition, the company faces the challenge of how to embrace rapid development, requiring it to continuously optimize internal management and stimulate employee enthusiasm and creativity. Therefore, establishing an internal organizational health evaluation system and improving human resource initiatives based on it has significant practical guidance for Company D.

Therefore, this study aims to conduct a comprehensive survey and analysis of the organizational health of Company D through questionnaires, interviews, and comparative research methods to identify the company's strengths and challenges in organizational management in terms of structure, leadership, employees, and processes, and to propose corresponding improvement suggestions.

2. Literature Review

Research on organizational health originated from the study of the impact of work pressure on employee health and gradually developed into a broader field of organizational health research, emphasizing collaboration at both the individual and organizational levels[1]. Currently, there is no unified definition of organizational health. Miles et al.[2] (1969) first pointed out that organizational health refers to an organization's ability to operate smoothly, focus on enhancing internal development capabilities, and effectively respond to environmental changes and implement necessary changes. Later, scholars mainly interpreted organizational health from two perspectives: state and process.

On the one hand, from the perspective of a healthy organizational state, Clark[3] (1982) proposed that organizational health is the consistency of employee behavior with organizational values, and all levels of organizational members act according to maintaining the current state of the organization and promoting its development. Nadkami[4] (2003) provided a more comprehensive definition of organizational health, considering a healthy organization should meet six criteria: balanced organizational goals, high employee belonging, minimization of entropy, high customer satisfaction, organizational growth, and environmental harmony. In addition, some scholars regard organizational health as a dynamic process rather than a state at a specific moment, believing that organizational health is reflected in the organization's ability to continuously respond to various challenges and changes. For example, Lyden[5] (2000), from the perspective of positive organizational behavior, believe that organizational health is closely related to corporate culture and employee morale, not only including the ability to operate effectively but also having the potential for growth and development. Domestic scholars Li Hua[6] (2011), drawing on the balanced scorecard theory, define organizational health as an organization's characteristics under

the guidance of sustainable development strategies, including learning innovation, effective management, high customer satisfaction, and good economic benefits, thereby enabling the organization to achieve a stable balance between long-term and short-term, process and results, and financial and non-financial performance. In summary, based on the current research on organizational health, this study regards organizational health as a process variable, using organizational health to reveal how organizational members achieve common goals through unity and cooperation, promote the achievement of goals, continue to innovate, adapt flexibly to market changes, and surpass competitors in the speed of change.

Regarding the division of organizational health dimensions, this study draws on widely used organizational diagnostic tools such as Weisbord's "Six-Box Model" and McKinsey's 7S model to construct an organizational health model suitable for Company D. Based on the above two tools, this study constructs an organizational health model for Company D, including four dimensions: leadership, structure, processes, and employees, to explore the organizational health level of Company D comprehensively and thus propose improvement suggestions to help Company D continue to develop.

3. Research Methods

3.1 Questionnaire Survey

A questionnaire survey is a quantitative research method that allows us to collect standardized data from a large number of employees. The questionnaire was conducted online and anonymously, targeting all employees of Company D, with a promise of strict data confidentiality to increase employees' willingness to fill in the questionnaire and the authenticity of the results. The questionnaire included 46 single-choice questions, with each question offering 5 options: "Strongly Agree" "Agree" "Neutral" "Disagree" and "Strongly Disagree." Employees chose according to their level of agreement. During the data analysis phase, those who chose "Strongly Agree" and "Agree" were considered as 1, and those who chose "Neutral" "Disagree" and "Strongly Disagree" were considered as 0. The acceptance rate of organizational health = (Number of "Strongly Agree" + Number of "Agree") / Total number of respondents.

A total of approximately 13,700 questionnaires were distributed, and about 11,100 samples were finally collected, with a valid recovery rate of 81%.

3.2 Interviews

Interviews are a qualitative research method. In this study, we adopted semi-structured interviews to have in-depth exchanges with managers from different organizations. The interview content involved organizational health surveys and analysis, perceptions of the organization's atmosphere, fairness, role cognition, leadership, etc. Through interviews, we can collect managers' interpretations and corroborations of the survey analysis data, which helps us to more comprehensively understand the data obtained from the questionnaire survey and provide specific action points for organizational health improvement.

3.3 Comparative Research

Company D has been conducting Organizational Health Survey for 13 consecutive years (by the year of 2023). Comparative research methods allow us to compare and analyze the health assessment results of Company D with historical survey data. This method helps us identify the relative strengths and weaknesses of Company D in terms of organizational health as performance grows.

4. Organizational Health Results of Company D

The overall acceptance rate of organizational health in 2023 was 87%, a decrease of about 1% year-on-year. Looking at the level of the past three years, the acceptance rate of organizational health has fluctuated within a reasonable range and tends to be stable overall.

Firstly, in the leadership dimension, the acceptance rate was 90.1%, with a generally good level of agreement. Among them, the acceptance rate for "My superior treats all employees fairly" has decreased by 1.4% this year which needs attention. What managers need to continuously consider is how to enhance employees' sense of work value and mission? How to cultivate trust relationships and handle employee affairs fairly and justly in work? How to provide continuous attention and feedback to employees?

Secondly, in the structure dimension, the acceptance rate was 88.6%. Among them, the acceptance rate for "The current organizational structure of the company is reasonable and conducive to improving the company's operational efficiency" has decreased by 0.95% this year, which can be moderately concerned. However, the acceptance rate for "I understand the relationship between my job and other positions in the company" was 93.2%, still in a high position of recognition, and

has been stable in recent years. Therefore, it is not difficult to find that in the process of organizational change and process reengineering, it is very important to clarify the responsibilities of departments and positions to clarify employees' role cognition.

At the same time, in the process dimension, the acceptance rate was 84.8%. Among them, "In the past 7 days, I have been praised for my excellent work" has been increasing to varying degrees over the past 5 years, with an increase of 1.5% this year, in a state of gradual improvement. "The company's various business processes are running well and are very helpful to my work," this year decreased by 1.9%, it can be seen that promoting digitalization is an important strategic measure for the company, and subsequent efforts can continue to focus on "business pain points," deeply explore business needs, and continuously improve the efficiency and intelligence of process operations to support the future development of the business.

Finally, in the employee dimension, the acceptance rate was 86.1%. Among them, the acceptance rate for "My work can bring me a sense of achievement and satisfaction" and "The company's employees are willing to do additional work beyond their own duties" have decreased by 2% and 1.3% respectively this year, which needs to be taken seriously. Subsequent considerations need to be given to how to create an inclusive, warm, and dynamic organizational atmosphere in today's era of Z, with the continuous addition of new colleagues from different employee groups, nationalities, skin colors, and cultural backgrounds? How to take into account the different demands of employees with different lengths of service? How to improve person-job matching and promote employee development?

5. Management Improvement Measures of Company D

Based on the overall survey results and the degree of problem prominence, this study proposes relevant improvement suggestions from four dimensions: leadership, structure, processes, and employees.

5.1 Leadership dimension

First, strengthen the team management capabilities of managers. Managers should make good use of inventory tools, combine work performance to discover the strengths of employees, give full play to the long board of capabilities, pay attention to person-job matching, employee development, and growth planning; carry out annual 360° feedback surveys for managers to provide developmental feedback; managers should be good at creating an inclusive, open, fair, and warm organizational atmosphere. Second, establish a sound innovation management mechanism to encourage employees to try and innovate boldly; innovate the recognition mechanism, increase reward methods and propaganda channels, and encourage employees to achieve innovation in work. Third, strengthen cultural inheritance and practice. Based on new values, continue to carry out cultural propaganda and organizational cultural construction, and encourage the behavior of values to land, pursue the internalization of core values in employees' work methods and attitudes, achieve "unity of knowledge and action".

5.2 Organizational dimension

Pursue excellent organizations. Create an innovative organizational system that focuses on customers, is flexible and agile, and collaborates and progresses together; respond to business development needs, continue to carry out organizational changes, optimize and adjust organizational structures, clarify department and position responsibilities, and improve organizational operational efficiency.

5.3 Process dimension

Continuously promote digital transformation. Gradually achieve a fully integrated digital system platform, and improve the user experience of employees and customers through user-friendly interfaces and self-service functions; sort out and optimize business processes, improve employee experience and operational efficiency through digital channels; use AI tools to empower business scenario applications through auxiliary training and simulation.

5.4 Employee dimension

Empower employees' career endurance. Strengthen employee capability traction and build a talent quality model; create a variety of learning opportunities and platforms for employees, make full use of internal and external knowledge resources, develop, formulate, and introduce training courses suitable for the company's current situation and future development needs, and strengthen the construction of international capabilities. Fully leverage the role of key players in a learning organization and continue to empower them, promoting their exemplary behavior to enhance employee career endurance and provide growth opportunities.

6. Conclusion

In conclusion, as a high-tech company in the new energy industry, Company D has demonstrated strong competitiveness in the global market. Our comprehensive analysis has revealed the company's strengths and areas for improvement. Looking ahead, Company D's commitment to organizational health and employee well-being will be the cornerstone of its continued success. A multi-dimensional approach to management improvement is required, which includes strengthening leadership capabilities, pursuing an excellent organizational structure, continuously promoting digital transformation, and enhancing the career resilience of employees. By implementing these measures, Company D will not only be able to maintain its position as a global leader but also ensure that it remains agile, innovative, and prepared to meet the challenges of tomorrow.

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