Enterprise Organization Management Research and Practical Application

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Abstract: This paper takes the development department of Nanjing Agricultural University as the research object for organization management research. Using organizational culture and values as the driving force, and based on the establishment model of employer brand, this paper proposes talent management and development policies and sorts out the existing organizational culture and values of the department. Besides, this paper also explains theoretical concepts and methodological paths that can be applied to an organization. Then, the methods of establishing the organizational culture and values of the department are explained by relating the experience of teachers and students to the experience of employees. Strategies are then proposed to attract, select, train, and retain top talents, and strive for the realization of the strategic goals of the school.

Keywords: Organizational culture; Values; Driving force; Employer brand establishment; Talent; Strategic objectives

1. Introduction

The success of any enterprise is inseparable from an outstanding corporate culture and excellent human resource management. Excellent corporate culture and corporate values can bring good experience to customers and employees of the company, thereby bringing profits to the company. Starting from the concept of organizational culture, this article covers the main human resource frameworks, tools, and strategies in applying them in company management and operation more effectively. Human resource management is crucial to the development of an enterprise and contributes to the long-term success of the company through the effective management of employees and the training and support of talents to achieve the development goals of the company at all stages. The difficulty lies in knowing which aspects of corporate culture need to be improved first, and using relevant tools and strategies to influence the company's human resource management and help optimize the company's human resource management. This article discusses about corporate organizational culture, values, customer experience, employee experience, etc., and how to establish an excellent corporate culture and the most suitable human resource management strategy for the development of the company, so as to establish a company that employees are willing to work for.

2. Concepts and research results related to organizational culture
2.1. Culture
Culture is something that a group of people come together to create. It is the sum of values, behaviors, attitudes, and traditions. When values, culture and strategy are aligned, investors invest, employees engage,

and customers buy. People, and the wider community, develop a sense of trust in the company. Culture is intangible and not something that can be easily inspired. Culture must permeate every policy, every employee, every moment, and every strategy.

2.2. Organizational culture
Organizational culture is the glue that holds the entire group together, motivating employees to serve the company wholeheartedly and fulfill their obligations [1] (**Figure 1**).

2.3. Values
The Golden Circle Theory of "why" we exist is so-called value. Customer experience is the core of a business: Customer experience includes the actions, reactions, outcomes, and feelings customers have about an organization and its brand. An effective customer experience strategy should be integrated across an organization for profitability. The goal of being customer-centric should be firmly established, and the responsibilities of each functional department should be outlined in the firm of written documents.

2.4. Business
Business must state its purpose, values, and culture. A positive culture attracts and retains talent, enhances employee engagement, and impacts employee well-being and customer service effectiveness. In addition, it can also promote the confidence of relevant stakeholders such as potential customers and investors in the company [2].

2.5. Employer branding
"Employer branding" is a human resource management strategy, and elements of employer branding include attracting outsiders and recruiting and retaining talent [3].
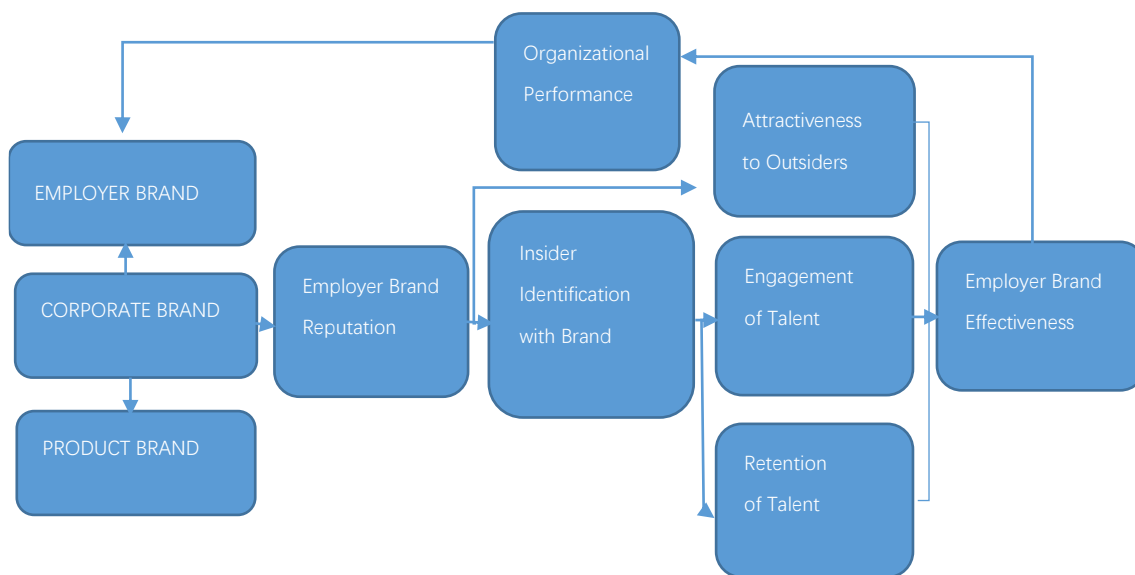

Figure 1. Organizational culture

3. Current status of the department
The development department of Nanjing University is responsible for the planning and development of the campus. Its main task is to ensure the realization of the school's strategic goals, serve the teachers and

students, and provide them with an environment for learning, research, living, and communication. Currently, this department assigns employees according to their job titles and job levels. Divided into several standard groups, promote, and carry out various tasks according to rules and regulations and work procedures.

There is no formation and construction of the mission of the department and a clear organizational culture and values, and no assessment and evaluation system and training mechanism to improve the ability of employees. The employee's work experience is not based on the employee's perspectives and needs [4-5].

4. Strategy and path research
4.1. Determining the goals, beliefs and principles, and establish the culture of the department
At present, the core values of the department are relatively vague, the awareness of organizational culture is not strong, and no concerted efforts have been made. The evaluation is based on the completion of various project tasks. Below are the ideas, strategies, and paths that can be applied according to the situation of the company

4.2. Identifying goals, beliefs, and principles
Strategic goals and vision should be established, focusing on identity and behavior, and an organizational culture of values should be established. The organization should have a healthy culture with strategies developed are always moving forward with the established goals.

People are the greatest wealth and the key to success. Each of us needs to develop a sense of dignity, pride, and satisfaction in what we do. The satisfaction of teachers and students depends on the combined efforts of everyone. Therefore, we must work together and respect each other's contribution and importance, because only in this way can we become the most effective team.

Behavior: Persevering in the midst of adversities and striving to treat others as ourselves.

Guiding Principle: To make every decision based on a clear understanding and belief about what the organization does, and achieve its goals. Besides, it is important to ensure full participation of the members of the organization in the process of uncovering and defining its core culture (**Figure 2**).
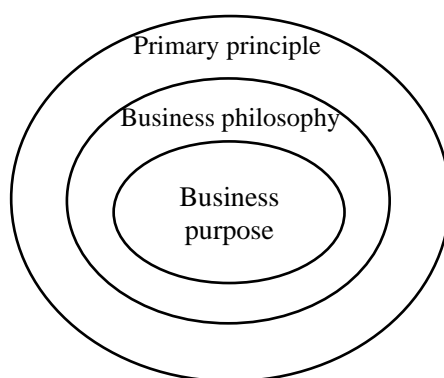

Figure 2. Core culture

4.3. Human resource strategy

Organizations should learn about and develop the culture, and most importantly, apply it. "Talent is the competitive advantage," thus employees should be respected, so that a proactive and capable workforce can be built.

Each building and environment are our product, and the satisfaction of teachers and students is the goal of customer experience.

4.4. Establishing the image of the department

Considering employer branding as a strategic concept, excellent quality of human resource management is a huge driver of good service delivery [6].

The first step is to define a clear vision. All team members should be aware of the importance of department image.

The second step is to develop a clear internal engagement plan. A clear department vision should also be created, which includes how the department plans to achieve that goal, and how employees can contribute to realizing it.

The third step is to create a communication plan. This should not only create an internal communications plan, but also an external shared communications plan.

The fourth step is the formulation and application of the employer brand. It all has to start with a commitment from the senior leadership team.

From a business to employers and customers, all these elements are intertwined and interrelated. Employer branding is about how employees are treated within the company. Employees should be treated like customers. The idea behind it is to get employees to praise the company as a great place to work. It is important that the three brand propositions of a company are intertwined and interrelated. This means that the value proposition put forward by the enterprise is reflected by the actions of any person at any time and at any level. It is very important for a company to retain talents, so a talent management and development policy should be implemented. "An enterprise should reach a certain tacit understanding with the heart and mind of each employee. The most successful enterprises in this regard are those enterprises that share the same vision and values with their employees" [7].

(1) Attract high-quality employees

The higher the quality of the employees, the better the performance and efficiency of distributing and completing tasks, which accelerates of the development of the company. When the company is efficient, the employees will be better benefited. This results in a higher brand awareness of the enterprise and competitiveness, and a greater room for development. Otherwise, the development of the enterprise will be restricted, causing the enterprise to fail. Therefore, the quality of employees greatly affects the development of enterprises.

(2) Motivating employees

Employees who are satisfied tend to perform better and stay longer in the company. Most workers hope to achieve three goals in their work: respect (salary, benefits and job security), fulfillment (proud of one's work, accomplishments, and employers) and camaraderie (building good, productive relationships with co-workers)

(3) Retaining talents

Talents are the lifeblood of an enterprise's development and the most important asset of an enterprise. A reasonable salary and career development opportunities, along with a good staff training system should be provided to retain the staff. Besides, talents should be given enough respect, and power should be decentralized appropriately.

4.5. Making the satisfaction of teachers and students as the core of the department

Customer experience is the core of an organization's competitiveness. What is a good business? Where do outstanding market leaders come from? The answer is all in customer experience. Incumbents need to compete with emerging organizations that are not only nimbler but also built with customer experience in mind. Businesses must recognize this change and quickly adapt to customers' growing expectations to deliver an experience that meets their requirements. Companies that ignore this fundamental change will quickly lose their market and fail.

4.6. Integrating effective teacher-student experience strategies throughout the organization

The goal of prioritizing the satisfaction of teachers and students should be established, and implement the responsibilities of each functional department into written documents. Steps to establishing a positive customer experience is as follows:

(1) Setting the vision
(2) Refocusing the internal dialogue and organizational culture
(3) Performing an audit to quantify the following:
    (a) What is the current state of the department?
    (b) What are the factors that improves customer experience?
    (c) What are the factors that affect customer experience?
(4) Developing a customer experience strategy
(5) Clearly defining and articulating customer ownership
(6) Clearly defining each system project, including data integration
(7) Start listening to teachers and students
(8) Testing and learning from experience
(9) Optimizing and sharing the results

4.7. Creating employee experience goals

To formulate a long-term strategic thinking and planning, it is not enough to just to meet the goals of the enterprise, and more energy should be devoted to the most valuable asset of the enterprise, which is the employees. The employee experience should address employee needs, foster the desired organizational culture, and be aligned with departmental goals (**Figure 3**).

Figure 3. Ideal characteristics of senior talents

(1) Recruitment: The company should keep up with the latest recruitment methods, guide job seekers to express their thoughts by asking questions, and attract senior talents who are consistent with the organizational values (**Figure 3**) [4].

(2) Before joining the company: Before admission, it is necessary to evaluate whether the candidate's personal values are in line with the company's philosophy

(3) Entry (entry training and initial training): Training should be given to new employees regarding the company's values, normative standards, and ideal corporate behavior.

(4) Salary and benefits.

(5) Continuous learning and development: The company should provide a variety of training programs.

(6) Professionalism, communication, and community participation should be encouraged in the company.

(7) Reward and commendation: Employees who perform well should be commended to carry forward the company's values.

(8) Performance planning, feedback, and appraisal: Employees perform well should be rewarded, and diversity and inclusion, and value loyalty should be encouraged.

(9) Progression: A culture that empowers employees should be created.

(10) Properly handle matters related to retirement, termination of labor service relationship or resignation of employees [8].

4.8. Diversification of corporate culture

From a practical point of view, collectivist employees should be encouraged to develop a more assertive attitude. This is because employees at higher positions will need to make decisions. To increase the assertiveness of collectivist employees, group meetings should be held where participants collectively agree to accept decision-making power and agree to use it in a variety of situations. As part of this process, department leaders can participate collaboratively in these kick-off meetings so that all employees know that the department approves of this. Ultimately, this aims to reduce the employees' anxiety about making major decisions.

The cultivation of loyalty, mutual respect, and emotional superior-subordinate relationships should be strengthened without compromising professional ethics.

The company's culture must be demonstrated in practice by leaders in their work. Therefore, leaders should actively communicate with their subordinates and be a good example. In addition, the right behaviors need to be displayed to breed the fruits of success. Leadership plays an important role in shaping and sustaining departmental culture. If the executives themselves cannot adhere to the corporate culture, they will be incompetent at work because of serious conflicts with the departmental culture. Therefore, when hiring top management personnel, these executives should not only have the necessary skills, but also must have the ability to integrate into the company culture [9-10].

5. Conclusion

In this paper relevant theories of organizational culture, values, customer experience, and employee experience, and referring to cases of excellent corporate organizations with a good cultural atmosphere (positive/profitable) were studied. The interlinkages and the importance of establishing a value-driven organizational culture to achieve strategic goals and success were analyzed [9]. Identifying and evaluating personal values, and the challenges associated with establishing a culture and values within an organization, how to evaluate/measure organizational culture, and how to develop values based on that culture.

Therefore, the tools to create a good company culture should be further studied, and the challenges of organizational classification, national culture, individualism, and collectivism faced by our unit should be analyzed. Discussing diverse elements can lead to more imaginative ideas, stimulate discussions, and the production of highly creative solutions.

Besides, it is encouraged the proposed theoretical concepts and methodological paths into an organization. It is important to unify the company values and improve customer experience through improving employee experience. This is crucial in leading and improving the productivity of the department and is a great guidance to personal thoughts and actions.

Disclosure statement

The authors declare no conflict of interest.

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