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Research Note

Practical Strategies for Building a Positive Organizational Culture to Enhance Employee Engagement in Rapidly Growing Companies: A Case Study of S Corporation in the Secondary Battery Manufacturing Industry

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Abstract: This study examines the close relationship between organizational culture and employee engagement using the case of S Corporation, a rapidly growing secondary battery manufacturer. It proposes actionable strategies for enhancing employee engagement by fostering a positive organizational culture. Since its acquisition by Israel's SolarEdge Technologies in 2018, S Corporation has achieved rapid growth, but this expansion has led to cultural differences and conflicts between existing employees and new hires, making it challenging to establish a consistent organizational culture. Survey data from all employees using a Likert scale and open-ended responses were analyzed based on seven key elements of organizational culture (shared values, strategy, structure, management systems, members, technology, leadership style) and three main factors of employee engagement (vigor, dedication, absorption). Results indicate that S Corporation's employee engagement was generally low, with insufficient shared values, an opaque management system, and inadequate leadership styles negatively affecting engagement. Based on these findings, this study proposes strategies including establishing a clear vision, improving leadership practices, creating fair management systems, promoting work-life balance, and managing external influences to enhance employee engagement in fast-growing companies.

Keywords: Employee Engagement; Organizational Culture; Secondary Battery; Leadership; Change Management

1. Introduction

This study aims to examine the close relationship between organizational culture and employee engagement, using the case of S Corporation, a rapidly growing secondary battery manufacturer. It also seeks to propose actionable strategies for enhancing employee engagement by fostering a positive organizational culture. The secondary battery industry has experienced significant growth due to increasing demand for electric vehicles (EVs) and energy storage systems (ESS). Since its acquisition by Israel's SolarEdge Technologies in 2018, S Corporation has achieved rapid growth. However, this expansion has led to cultural differences and conflicts between existing employees and new hires, making it challenging to establish a consistent organizational culture.

2. Theoretical Framework

The study draws on established theoretical frameworks connecting organizational culture to employee engagement. The seven key elements of organizational culture analyzed include shared values, strategy, structure, management systems, members, technology, and leadership style. Employee engagement is conceptualized through three main factors: vigor (energy and resilience at work), dedication (a sense of significance, enthusiasm, and pride in work), and absorption (being fully concentrated and engrossed in work).

Research consistently demonstrates that organizational culture significantly influences employee engagement levels. Organizations with strong, positive cultures characterized by clear shared values, transparent leadership, and fair management systems tend to exhibit higher levels of employee engagement across all three dimensions.

3. Materials and Methods

The research draws on data from two surveys conducted at S Corporation to perform an in-depth analysis of its organizational culture and employee engagement. Surveys were conducted among all employees using a Likert scale and open-ended responses for qualitative analysis. The collected data was analyzed based on seven key elements of organizational culture and three main factors of employee engagement.

4. Results

4.1 Employee Engagement Survey Findings

The survey results indicate that S Corporation's employee engagement was generally low. A comprehensive analysis of the 2022 Employee Engagement Survey, in connection with the key elements of organizational culture, revealed that the company had not effectively established essential components of organizational culture during its rapid growth phase. Specifically, a lack of shared values and a clear vision, an opaque management system, and insufficient leadership styles were found to negatively affect employee engagement.

4.2 Analysis of Engagement Factors

The primary factors of engagement—vigor, dedication, and absorption—were found to be at a low level, highlighting the insufficient communication of the organization's goals and vision and the absence of a culture that instills pride and engagement in employees. The organization's rapid growth had outpaced its cultural development, resulting in a disconnect between organizational aspirations and employee experience.

5. Discussion

Based on the survey findings, S Corporation implemented various initiatives to redefine and strengthen the key elements of its organizational culture to improve employee engagement. These initiatives aimed to establish a clear vision and shared values, improve leadership practices, and create fair management systems to enhance employees' vigor, dedication, and absorption. Furthermore, by promoting flexible work environments and fostering interactions among members, the organization sought to drive positive cultural changes.

The case of S Corporation provides the following key insights. First, the importance of a clear vision and goals cannot be overstated. Second, leadership style and trust play a pivotal role in fostering employee commitment. Third, encouraging engagement through autonomy and accountability is essential. Fourth, promoting work-life balance is critical for enhancing absorption. Fifth, fairness in performance recognition and reward systems is fundamental. Finally, managing external influences within the organization is vital.

6. Conclusion

The case of S Corporation underscores the importance of addressing organizational culture challenges to enhance employee engagement during periods of rapid growth. These insights can serve as valuable references for other companies facing similar challenges in achieving sustainable growth and employee engagement. Although this study has limitations due to the inability to conduct follow-up surveys as planned, the framework and recommendations provided offer practical guidance for fast-growing companies seeking to build positive organizational cultures that support sustained employee engagement.