



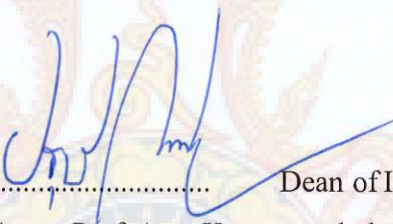
**FACTORS AFFECTING ORGANIZATIONAL HEALTH
IN CHINESE FAST-FOOD CHAINS**

MR. JIANYU CHEN

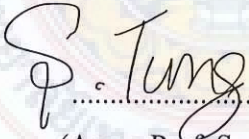
**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
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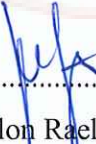
Independent Study	FACTORS AFFECTING ORGANIZATIONAL HEALTH IN CHINESE FAST-FOOD CHAINS
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ABSTRACT

Using a conceptual model of the relationship between organizational identity, organizational citizenship behavior, and organizational health, this study focuses on a survey of employees of Laoxiangji, a fast-food chain brand based in Anhui Province, China. This study plans to use the previous research results, use the SOCB model to study the organizational health of Chinese fast-food companies and its influencing factors, study the dimensions involved in organizational health, and explore the impact of organizational citizenship behaviors on Chinese fast-food companies on organizational health. We conducted quantitative studies. Feedback data was collected using questionnaires from 500 participants from 20 Laoxiang chicken stores in Anhui Province, China. The data analysis results show that organizational identity has a significant positive impact on organizational health, and organizational citizenship behavior has a significant positive impact on organizational health. This study investigates the impact of employee organizational identity in Chinese fast-food companies on organizational health and proposes countermeasures and suggestions to promote Chinese fast-food companies to improve organizational health.

Keywords: Chinese fast-food industry, organizational identity, employee health, social benefit, organizational health.

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Mr. Jianyu Chen



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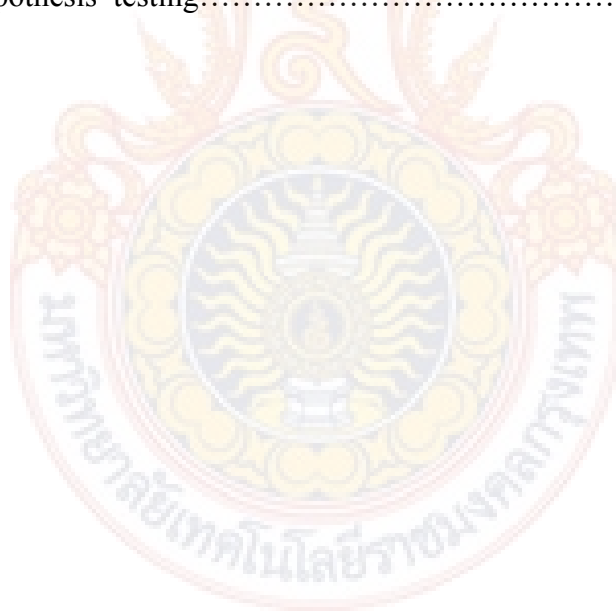
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CHAPTER 1

INTRODUCTION

1.1 Overview

The 5,000 years of Chinese history have created a long culinary culture in China, and Chinese cuisine has been known throughout the world since ancient times. China is a vast country, with differences in local customs, and food habits vary according to geographical differences (Silva et al., 2014). The development of the catering industry is inevitably synchronized with the level of contemporaneous economic and social development.

Table1.1 The proportion of the main income of the fast-food service industry is above the designated size in the catering industry.

Table 1.1 Proportion of main income of fast-food service industry above designated size in catering				
Category	Age	2011	2016	2020
Class catering enterprises above designated size (home)		14070	23390	26359
Number of people directly employed (10,000)		167	244	221
Main business income (100 million yuan)		1815.9 1	4250.8 2	4949.5 8
Number of registered corporate enterprises in the fast food service industry (home)		<837	837	967
Number of people directly employed (10,000)		<30	44	44.2
The main income of the fast food service industry (100 million yuan)		339.27	809.27	1001.6 2
The main income of fast food accounts for the proportion of the catering industry (%)		18.7	19	20.2
Gross national income (100 million yuan)		27084 4	539116 .5	74059 8.7

The added value of tertiary industry (100 million yuan)	11581 0.7	244821 9.9	38336 5
---------------------------------------------------------	--------------	---------------	------------

Source: The data on the income ratio of the fast food service industry in the catering industry comes from the website of the China National Bureau of Statistics, 2021.
(<http://www.stats.gov.cn>)

As can be seen from Table 1.1, in the past ten years, the number of registered restaurants above the designated size in China has increased by 1.87 times, and the annual income of its main business has increased by 2.77 times, indicating that the operating income of the catering industry is increasingly concentrated in large chain enterprises. In the same period, the gross national income increased by 2.73 times, and the added value of the tertiary industry increased by 3.31 times. The growth rate of the main business income of the catering industry was higher than that of the gross national income but lower than that of the added value of the tertiary industry, indicating that catering consumption is not only the backbone of the rapid growth of domestic consumption but also has a lot of room for growth. In the same period, the main business income of the registered fast food service industry above the designated size increased by 2.95 times, accounting for an increasing proportion in the catering industry year by year, and the proportion of direct employment in the whole catering industry also increased year by year, indicating that the fast food industry is not only an important growth point to stimulate economic growth, but also can provide more jobs.

Since the reform and opening up, especially in the past ten years, along with the rapid development of the economy and society, the development of China's catering industry has made a historic leap, as a traditional service industry, the growth rate of the catering industry significantly exceeded the national economic growth rate, whether the industry scale, service quality, management level, or the contribution to the economy, society, and other aspects have been greatly improved. In September 1997, the former Ministry of Domestic Trade issued the "China Fast Food Development Outline", and in November 1999, the "Commercial Franchise Management Measures (for trial implementation)", which provides the development direction and legal protection for the healthy and effective development of China's Chinese fast food industry (Kidwell & Jewell, 2003). At the same time, domestic theoretical research on the fast-food industry has been gradually developed. Yan Tao analyzed microblogs, WeChat, O2O, and QR codes as marketing tools, and proposed the restaurant industry use Internet thinking for marketing and promotion strategies. The researcher introduced in detail how catering companies carry out marketing planning, advertising marketing, brand marketing, event planning cognition, theme event planning, festival marketing, e-commerce cognition, network marketing, and O2O marketing activities(Newberry et al., 2001). And introduced the knowledge of

store operation management, store manager operation management, and sales operation management (Nagar, 2020). Through the comparative analysis of Chinese and Western fast food and the analysis of the current situation of the domestic fast-food market, it is found that the competitiveness of China's fast-food industry is improved. The overall brand strength of China's fast-food industry is relatively weak, and the Chinese fast-food industry should learn from the successful practices of Western fast food (Chen, 2011).

1.2 The Statement of the Problem

The pursuit of profit maximization is not beneficial to the long-term survival and development of fast-food enterprises. Enterprises should pay more attention to the "healthy" elements. Therefore, promoting the healthy development of the organization has become the slogan or purpose of many fast food companies (Silva et al., 2014). At the same time, the theoretical and practical circles also recognize that many factors that are unfavorable to the survival and development of fast food enterprises, such as the physical and mental health of employees, customer satisfaction evaluation, and the sustainable development of the ecological environment, have an important impact on the survival and development of the enterprise (Sernler, 1997). Researchers are gradually incorporating these elements into the category of tissue health. Advocate that companies need to build health-based organizations. Organizational health has gradually become a hot topic in academia and the fast food business community. How to realize a healthy organization and build a healthy organization, to obtain long-term profits and sustainable development of fast food enterprises, has become a concern of fast food enterprises (Chang & Lin, 2007).

1.3 Research Questions and Significance of object

1.3.1 Research questions

This research aims to identify, test and better understand Laoxiang Chicken, the largest fast-food company in Anhui Province, China. Investigate organizational health and the theoretical dimensions of organizational health, the relationship between organizational health and organizational citizenship and organizational identity, and how to achieve organizational health through organizational factors, to explore the significance of organizational health to the management practices of Chinese fast-food companies.

RQ 1. Does organizational citizenship behavior have a significant impact on employee health?

RQ 2. Does organizational citizenship behavior have a significant impact on organizational performance?

RQ 3. Does the organizational citizenship behavior have a significant impact on the social benefit?

RQ 4. Does the organizational identity have a significant impact on employee health?

RQ 5. Does the organizational identity have a significant impact on the organizational performance?

RQ 6. Does the organizational identity have a significant impact on the social benefit?

1.3.2 Significance of the Research

The benefits brought by this research:

(1) Help business managers to surpass short-term performance pursuits and establish strategically adaptable basic organizational health.

(2) Help managers treat employees and organizational health in a positive way of thinking.

(3) Strengthen the centripetal force and cohesion of the enterprise, and improve the enthusiasm and creativity of employees.

(4) Allow enterprises to effectively prepare for the future, strengthen their ability to resist risks, have a more solid foundation for competitive advantage, and achieve stable and sustainable development of the organization.

1.4 Purpose of the Study

This research intends to use the previous research results to use the SOCB model to study the organizational health of Chinese fast-food companies and its influencing factors, specifically to study the following issues:

(1) To study the related dimensions of organizational health, and explore the influence of organizational citizenship behavior of employees in Chinese fast-food enterprises on organizational health.

(2) To investigate the influence of organizational identification of employees in Chinese fast-food enterprises on organizational health.

(3) Put forward the countermeasures and suggestions to promote Chinese fast-food enterprises to improve their organizational health.

1.5 Benefits of Research

Studying the health issues of corporate organizations is not only an important proposition for companies in the process of balancing the creation of economic benefits and the implementation of the people-oriented management philosophy but also at the current stage of further accelerating the transformation of development methods and building a harmonious development to maximize health and happiness. The important content of the pattern.

On the one hand, it will help correct the deviations caused by the past overemphasizing the speed of economic development, and truly form a sustainable, harmonious, and win-win development model; on the other hand, it will help

companies pay more attention to the demands of the all-round development of employees, and truly the implementation of the people-oriented development concept is by no means a digital game of economic growth. At the same time, this research has theoretical significance.

Based on SOCB, a theoretical model in line with the organizational behavior of Chinese fast-food companies is constructed, and organizational citizenship behavior, organizational identity, employee health, organizational performance, social benefits, and their influencing factors are empirically analyzed. It will theoretically enrich the framework and content of organizational research, and provide theoretical support for in-depth research on enterprise internal management.



CHAPTER 2

LITERATURE REVIEWS

2.1 Definition

2.1.1 Organizational health

Organizational health is a widely used but rarely fully defined concept. Organizational health stems from the impact of work pressure on the individual health of organizational members and then extends to broader research on organizational health. is one of the earliest scholars who discovered that the traditional method of measuring the effectiveness of an organization cannot be applied to organizational health. We should give the organization a broader meaning(Aktaş et al., 2011). He believes that a balance should be found between organizational performance measurement, individual employees, and collective health. expressed a similar view: "Individual growth is the key to maintaining a healthy organization, and the real problem is that the scale of production makes employees meaningless for work." They all recognize the relationship between individual health and organizational health. Symbiosis(Gibson & Vermeulen, 2003).

2.1.2 Employee health

At the individual level, as of now, the impact of different demographic variables, different personality traits, psychological characteristics, and individual employees of different corporate nature on organizational health is still an emerging field. Through the combing of previous studies, many individual factors affect organizational health, such as personality traits, interpersonal relationships, work control intensity, subjective motivation and objective environment, social support, job requirements, and other factors related to health symptoms (Gregory et al., 2009). Luthans and Peterson (2002) believed that positive psychology focuses on how positive emotions can improve mental health. His research found that happiness can effectively reduce absenteeism and turnover rates, and significantly improve employee productivity and work efficiency, thereby bringing employees' behavior closer to organizational citizenship behavior; and self-efficacy can effectively alleviate work pressure in the workplace Negative effects on the individual's body and psychology, and thus have a positive effect on job performance (Macey & Schneider, 2008).

2.1.3 Organizational identity

Mowday et al. (1979) regarded organizational recognition as an element of organizational commitment, and many other scholars regarded it as equivalent to

organizational commitment. After the 1980s, some scholars in the fields of organizational behavior and social psychology re-recognized that organizational identity is an independent concept. These scholars often combine their own research questions to define organizational identity from different perspectives (Ravasi & Schultz, 2006). Hatch and Schultz (2002) believed that organizational identity is a mental state that perceives the individual self as part of the organization's rights.

2.1.4 Organizational citizenship behavior

Bateman and Organ (1983) referred to the third type of behavior as "citizen behavior." They believe that the organization of civil behavior is a rule that is conducive to the organization (Bulent & Adrian, 2009). It is not caused by labor compensation and emphasized by informal rules, but is composed of a series of informal cooperative behaviors. It is an autonomous behavior in the work of employees. Although it is not required by the job role, it effectively improves organizational effectiveness as a whole. Ann et al. (1983) pointed out that organizational citizenship behavior is a social psychological behavior done by employees to help complete organizational task performance. It can maintain and improve the social-psychological environment in the organization, thereby promoting task performance (Gibson & Vermeulen, 2003).

2.1.5 Organizational performance

Organizational performance refers to the quantity, quality, efficiency, and profitability of organizational tasks completed by an organization in a certain period (Hara & Hew, 2007). The realization of organizational performance should be based on the realization of individual performance, but the realization of individual performance does not necessarily guarantee that the organization is performing (Thompson et al., 1991). If the performance of the organization is decomposed into each job position and each person according to a certain logical relationship, as long as everyone meets the requirements of the organization, the performance of the organization will be realized (Vijayasathiy, 2004). Public organization performance evaluation: It is a comprehensive control and monitoring activity of public organizations on the efficiency and quality of public goods and public services provided by public organizations through certain performance information and evaluation standards. It is a comprehensive management measure of public organizations (Tavares et al., 2019). Organizational performance evaluation is a general evaluation made by managers on the overall operation effect of the organization using a certain index system. Effective evaluation can reveal the organization's operational capabilities, solvency, profitability, and contribution to society, provide relevant information for managers and stakeholders, and point out the direction for improving organizational performance (Ajzen & Madden, 1986).

2.2 Development of International Fast-Food Enterprises

The term fast food originated in the U.S. and refers to meals served quickly in restaurants, including soups, dishes, breads and beverages, which are in the nature of regular meals (El-Adly & Eid, 2016). American Price believes that fast food products (Fd) are material products containing the following four characteristics: lower product price (Rm), low delivery service time (T), discretionary disposal of packaging (D), high perishability of the product (P), that is, $Fd = (Rm, T, D, P)$. Beginning in the late 19th century, and early 20th century, the modern foreign fast food industry, after more than 100 years of development, has undergone several transformations, is now an unprecedented rate of development to the traditional restaurant business management model to launch a fierce challenge (Hami et al., 2018). In Europe and the United States as the representative of the developed countries, the restaurant industry has gone through the traditional family craft-type workshop development stage, fully into the modern processing industry; the traditional manual operation mode is replaced by standardized production lines; scientific management tools in the production and operation of the full implementation, production efficiency has been greatly improved, production costs reduced to a very low degree. Take McDonald's restaurant as an example, founded by brothers Richard McDonald and Maurice McDonald in 1940 in San Bernardino, California, USA, it has 78 years of history (Dunne & McDonald, 2010).

The first international restaurant was opened in Canada in 1967 and is now located in 121 countries around the world

McDonald's, which only has burgers, coke, and fries as its core products, why can it attract so many customers to like it? The survey shows that 90% of people under 16 years old like it, and as the age grows, the popularity decreases among people over 16 years old. Many people go to McDonald's not because they like it, but because they feel "hygiene and convenience". Today's McDonald's is not only selling products but also selling experience and environment, completely realizing the seductive marketing of "birthday for kids" to "Today's McDonald's is not only selling products but also selling experience and environment. The standardized management mode, standardized product quality, and strong capital advantage are the main factors for McDonald's successful expansion (Ainur et al., 2017).

2.3 Development of Chinese Fast-Food Enterprises

Since the reform and opening up in 1978, especially in recent years, enterprises and institutions have gradually shifted from homemade meals to the market, which provides market demand for the emergence of China's fast-food industry. China's fast food industry in the initial stage is marked by the first KFC fast food chain officially opened in Beijing in 1987 (Goston & Correia, 2010). The fast-food industry is new in China, and to enable rapid expansion began in the early 1990s, after two decades of rapid development, the fast-food industry has been in several expansion stages and formally entered the chain brand development

stage. According to the China Restaurant Association, after the 1990s, China's fast food consumption growth was maintained at about a 20% growth rate, and fast food has become the urban working class, students, business travelers, and other consumer preferences. Since 2010, the scale of the domestic catering industry has grown significantly, with total catering revenue accounting for more than two digits of total retail sales of consumer goods, and the mass catering market has flourished, with national catering revenue of 3.58 trillion yuan in 2016, up 10.8% year-on-year. In 2017, the national catering revenue was 3.96 trillion yuan, up 10.7% year-on-year, of which the revenue from mass catering reached 3.17 trillion yuan, up 11.4% year-on-year (Guris et al., 2007).

Chinese fast food industry development status, both good aspects, there are also some real problems and shortcomings, mainly in.

(1) Stable growth in the fast-food consumer market. With the rapid development of the national economy and the change of people's consumption concept, fast food consumption accounted for an increasing proportion of people's daily consumption, to fast food enterprises brought a huge development space.

According to the 2016 Annual Survey Report on the Development of Catering Industry in Anhui Province, in 2016, the operating revenue of the catering industry in Anhui Province increased by 12.7%, and 52% of the net profit of catering enterprises achieved growth. Among them: the formal food industry grew by 16.6%, returning to the dominant position in the catering industry, and the fast food industry grew by 17.8%, with a slower growth rate, but still ranked first (Kidwell & Jewell, 2003).

(2) Fast food companies are growing in size. Group, diversified development strategy has gradually become a large chain of fast-food enterprises' development direction and the pursuit of goals. In recent years, the chain business model, especially the direct chain model favored by large domestic fast-food enterprises, has become the dominant business model of the fast-food industry in many regions, with strong development momentum. According to the National Bureau of Statistics statistics show that between 2012 and 2016, China's registered class of fast food service chain stores above the quota grew from 837 to 967, indicating that the pace of development of large fast food enterprises groups and scale in China is further accelerated (Herr et al., 1991).

(3) Fast food enterprises' brand effect is not strong enough. "KFC", "McDonald's", "Pizza Hut" and other foreign fast food in the process of entering the Chinese market relying on its strong capital and publicity advantages, the brand is quickly rooted in the domestic Consumer brain, and firmly controls the domestic fast-food market, occupying a large part of the market share. Although the "real Kung Fu", "Home original chicken" and several Chinese fast-food enterprises after some years of rapid development, with a certain scale, brand awareness does not have. With the city's rapid population growth, people's pace of life continues to accelerate today, fast food consumption has become an important form of consumption of the people's daily diet,

the huge consumer market, prompting Chinese fast food enterprises to promote the production and operation of products factory, standardization and scientific control process, the need to increase brand publicity (Horne, 2009).

(4) Fast food industry competition is extremely fierce. In a fully competitive market in the fast-food industry, due to low barriers to entry and other factors, the industry is extremely competitive. Participate in the fast-food market fierce competition with hundreds of chain stores, there are small to only a dozen square single stores, there are from other cross-border invaders. For no scientific development of strategic planning or strategic planning is not strong operational large fast food enterprises, will gradually lose competitive advantage in the fierce competition in the market, in trouble; for the lack of strategic planning of small and medium-sized fast food stores due to weak internal control, risk-bearing capacity is not strong, in the competition will gradually be marginalized (Pop et al., 2020).

(5) The overall profit of the restaurant industry is not yet high the catering industry is still in a slightly profitable state due to various environmental factors such as the economic downturn, and the profit in 2016 only increased by 6 points compared with the same period of the previous year, mainly because: first, the new tax policy has reduced the tax burden of enterprises to a certain extent so that the gross margin of dishes has rebounded (Ou et al., 2018); second, enterprises have taken various measures to increase cost control, except for the rent which is still slightly increasing, all other costs have decreased. All costs have decreased except for rent, which is still slightly increasing.

Through data comparison, the catering industry after some years of market inspection correction and industry self-reshuffle, the industry scale and number of unprecedented development, blind development, and disorderly competition is basically under control, has gradually entered a period of stable development, but raw materials, human resources, and rent still occupy about 80% of the cost of the catering industry, enterprises, on the one hand, need to solve the upstream raw material prices and human resources The pressure brought by rising raw material prices and human resources costs, on the other hand, also need the government at all levels in reducing taxes and fees and optimize the economic development environment to protect (Berthon et al., 2008).

2.4 Social Exchange Theory

Social exchange theory was proposed by Barnard (1938) and later perfected by March and Simon (1958). The main point of view is that individuals use their contributions to form an exchange relationship with some kind of reward provided by the organization. On this basis, Blau (1964) divided human exchange behavior into two kinds of behaviors: economic exchange and social exchange. The act of economic exchange is the establishment of a contract between two parties, which lists the quantity of the exchanged items, and the agreement reached under the specified behavior and time; the act of social exchange is an individual voluntary based on trust.

Sexual behavior is motivated by personal reward. Since the rewards of social exchange are vague obligatory actions, it is uncertain whether the other party will reward them or not. Therefore, trust, that is, believing that the other party will reciprocate at the right time, has become a necessary condition of social exchange. Social exchange is considered to be the main motivation for organizational citizenship behavior. As early as 1983, when Bateman and Organ proposed the concept of "citizen behavior", they took social exchange theory and individual positive emotions as the theoretical basis of organizational citizenship behavior. When exploring the relationship between job satisfaction and organizational citizenship behavior, Bateman and Organ (1983) confirmed that employee satisfaction comes from managers' efforts. The efforts of the people have paid off. After examining the different cultural backgrounds of the East and the West, Fan et al. (2006) pointed out that Western societies focus on contracts, and organizations and interpersonal exchanges based on contractual relationships emphasize fairness, while the established interpersonal relationships and role orientations in Chinese society provide behavioral support. With certain norms, the fair exchange is not the main starting point for employee behavior. Based on the social exchange theory, Wei (2010) studied the mediating role of job satisfaction in organizational support and organizational citizenship behavior of Chinese high-tech enterprises through 446 questionnaires and the method of structural equation modeling. The results show that there is a significant correlation between the perceived organizational support and organizational citizenship behavior of knowledge workers in Chinese high-tech enterprises, and job satisfaction plays a partial mediating role.

2.5 Hypothesis development

Organizational citizenship behavior is an out-of-role behavior that is beneficial to the organization. It is an autonomous behavior related to the organization's employees and work, which effectively improves the organization's effectiveness as a whole. This is quite similar to Gazi (1973) definition of organizational health: organizational health is the conscious effort of members of an organization to work in an unspoken but very consistent manner in the organization to achieve the two basic requirements of the organization, namely, to survive and to thrive.

Bateman and Organ (1983) believed that organizational citizenship behavior has a very important impact on organizational performance. But over the years, this assumption has not been confirmed by a large number of empirical studies. The acceptability between organizational citizenship behavior and organizational performance output is based more on reasoning than empirical research. Little et al. (2007) regard organizational citizenship behavior, together with emotion and cognition in the organization, as the key indicators of external pressure acting on the organization, and adjust the health outcome variables that ultimately affect the organization through expectations. The organization is one of the main sources of

stress in the workplace and an important factor affecting the physical and mental health of workers. Zhao et al. (2020) believed that positive organizational factors, as an important supportive force for individuals, can enhance the individual's function of coping with external pressure and reduce the intensity of negative emotions that individuals feel under stress. Research shows that workers who perform well in organizational citizenship behavior can obtain high-quality social support by establishing effective interpersonal networks (Organ & Ryan, 1995). And social support is just one of the important resources for coping with stress (Hobfoll, 1989). Therefore, organizational citizenship behavior is negatively correlated with burnout, anxiety, and other occupational burnout factors. In addition, organizational citizenship behavior can promote the generation of positive emotions in the organization by improving the individual's ability and the good interpersonal relationship and atmosphere in the organization. This paper makes the following hypothesis:

H1: Organizational citizenship behavior has a significant positive impact on Employee health.

Su Yangang (2008) believed that organizational citizenship behavior mainly affects the performance of the organization by affecting the individual work performance and team performance of employees. With Organ and Ryan (1995) redefining the concept of organizational citizenship behavior and putting forward the concept of relational performance, Borman and Scotter, etc. believe that organizational citizenship behavior itself is only a part of job performance. In the research review by Podsakoff et al., the research on the relationship between organizational citizenship behavior and organizational performance in the 1990s was summarized, and these studies effectively supported Organ's hypothesis that organizational citizenship behavior affects organizational performance and management effectiveness. Later, a longitudinal study by Yee et al. (1990) also found a causal direction from organizational citizenship behavior to organizational performance. In the area of financial performance, there is less research on OCB. Logically, we can get the inference that organizational citizenship behavior has some help to the financial performance of enterprises. However, no relevant proof can be found from the theoretical and empirical directions. In summary, this paper proposes the hypothesis H2:

H2: Organizational citizenship behavior has a significant positive impact on Organizational performance.

After 20 years of development, organizational citizenship behavior has more hierarchical and cross-cultural dimensions and is not just a behavior at the individual level of organizational members. Farh et al. (2000) summarized organizational identity into 10 dimensions and divided it into 4 levels in their organizational research in the context of Chinese culture. It includes two dimensions: social welfare activities and

protection of the company's image. It is not difficult to deduce from this that organizational citizenship behavior has a certain role in promoting the social utility of enterprises. Since organizational citizenship behavior itself is behavior outside the institutional norms and roles, it is very important to It is difficult to motivate through formal rules, but organizational citizenship behavior can be guided and encouraged through the construction of corresponding organizational culture. Studies have shown that companies with high cultural and ethical levels are often accompanied by organizational citizenship behaviors, and companies with high cultural and ethical levels will undertake more (Yee et al., 1990). Therefore, it can be believed that organizational citizenship behavior has a certain role in promoting corporate social performance. Because of this, this paper puts forward the hypothesis H3

H3: Organizational citizenship behavior has a significant positive impact on social benefit.

In the existing research, although domestic and foreign research on the relationship between organizational identity and organizational health is not rich, from the related research on organizational identity on organizational effectiveness and occupational health under the health framework, it can be predicted that organizational identity has an impact on organizational health (Hatch & Schultz, 2002). Organizational identity refers to the degree to which an individual associates his or her identity with the organization. This perception can enhance the individual's sense of belonging and unity to the organization, and further influence the individual's behavior, forming a unique and difficult-to-imitate competitive advantage for the organization (Luthans & Peterson, 2002). The research of organizational health is to explore how an enterprise can obtain the ability of sustainable survival and development from a comprehensive perspective based on performance(Ou et al., 2018).

Zheng and Bao (2006) divided the construct of organizational identity from the dimensions of positive cognition, emotion, evaluation, and behavior. He pointed out that based on the impact on members' cognition and emotion, organizational identity will further influence members' thoughts and behaviors, thereby promoting the efficiency of the organization. Although some positive constructs have been implicated in related research on organizational behavior, these constructs are often embedded in models of stress affecting organizational outcomes (Britt et al., 2007).

The study by Wegge et al. (2006) showed that the higher the level of organizational identification, the less the individual complained about health, the lower the degree of exhaustion and depersonalization, and the higher the reported sense of achievement. Zheng and Bao (2006) conducted a study on the relationship between organizational identity and job satisfaction, and the results showed that: the "evaluation" dimension at the level of career identity and team identity can significantly improve job satisfaction; the "emotional" dimension at the level of

school identity and professional identity "dimensions can also significantly improve job satisfaction. At the same time, organizational identity significantly reduces organizational-occupational conflict and employee turnover intentions (Bamber & Iyer, 2002).

H4: Organizational identity has a significant positive impact on Employee health.

Organizational identification will further influence members' thoughts and behaviors based on their cognition and affect, and ultimately improve the organization's performance by influencing the internal factors of the organization (Zheng & Bao, 2006). Existing studies have proved that there is an appropriate positive correlation between organizational commitment and employee performance (Farh et al., 2000); at the same time, Yee et al. (1990) pointed out that organizational commitment and job performance are positively related. From the definition, organizational identity and organizational commitment are considered to have obvious overlaps, so some scholars believe that organizational identity and organizational commitment can replace each other. As a corollary, organizational identity plays a similar role to organizational commitment to job performance. Organizational identification can elevate self-concept to the group level, thereby enhancing inter-organizational cooperation, which is affirmed by Wegge et al. (2006). Little et al. (2007) meta-analysis on organizational identity shows that organizational identity has a high impact on job engagement and related performance. In addition, other predictors of organizational performance, such as organizational innovation and financial performance, have been shown to correlate with organizational identity. Among them, employee creativity, as an important indicator of organizational innovation and performance, is considered to be able to effectively improve employees' task performance and work performance. Based on this, this paper proposes a hypothesis:

H5: Organizational identity has a significant positive impact on Organizational identity.

Relevant studies have shown that corporate employees do pay attention to corporate social responsibility-related behaviors (Gazi, 1973). Studies by scholars also proved that corporate social activities have an impact on employees' perceptions, attitudes, and behaviors effect. In recent years, research on the relationship between organizational commitment and corporate social responsibility has been paid more attention by the academic community, and organizational identity has been introduced as an intermediary variable in many of these studies (Ann et al., 1983). Hatch & Schultz (2002) found through empirical research that corporate social responsibility to society and stakeholders such as shareholders, employees, and customers has an important predictive effect on employees' organizational commitment; Farh et al. (2000) demonstrated through investigation that corporate social responsibility culture

and organization The relationship between identification, employees of enterprises with ethical and moral culture have higher emotional identification with the organization than those without moral culture. So make the following hypothesis:

H6: Organizational identity has a significant positive impact on Social benefit.



CHAPTER 3

RESEARCH METHOOLOGY

3.1 Conceptual Framework

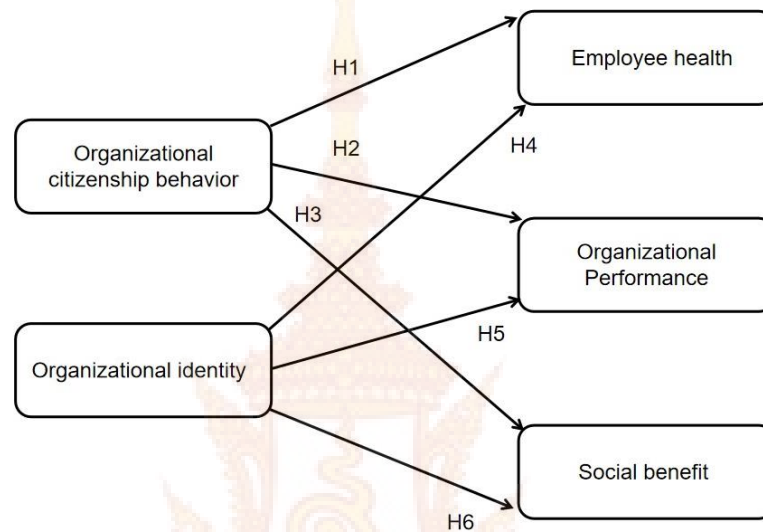


Figure 3.1 The Conceptual Framework of this research (by author).

3.2 Research Method

This research is based on the existing research results, guided by the SOCB theory, and adopts a combination of normative analysis and empirical analysis. Through questionnaire survey, frequency analysis and comparative mean analysis, a comprehensive analysis of the employees of Chinese fast-food enterprises. Research on the theoretical dimensions of organizational health and organizational health, the relationship between organizational health and organizational citizenship, organizational identity, and how to achieve organizational health through organizational factors, in order to explore the significance of organizational health to the practice of fast-food management in China. Through descriptive analysis and regression analysis, we will analyze the knowledge of fellow employees of the largest fast-food company in Anhui Province, China. Empirical analysis of the key factors and their degree of influence, to find out the factors that affect the health of the enterprise organization. On this basis, suggestions are made to promote the improvement of organizational health of Chinese fast food enterprises (Ou et al., 2018). This study uses the Likert five-point scale to measure the degree of organizational identity and organizational citizenship behavior on organizational

health, so as to transform difficult-to-describe qualitative problems into descriptive quantitative data. Perform quantitative statistical analysis on related issues to reveal the relationship between factors and behavior. A self-filled questionnaire was used to collect employee data of Laoxiangji, an Anhui fast food company in China. The survey was conducted in October 2021. In order to perform statistical analysis on the collected data, we used SPSS and AMOS. Use SPSS analysis software to test the reliability and demographic information of the measurement items. At the same time, AMOS analysis software is used to perform confirmatory factor analysis (CFA) and structural equation framework (SEM) analysis on the research framework.

3.3 Research design

This research is based on existing research results, guided by SOCB theory, and adopts a combination of normative analysis and empirical analysis. Through questionnaire survey, frequency analysis and comparative mean analysis, a comprehensive analysis of the organizational health of Chinese fast food enterprises is carried out. Investigate the organizational cognition, organizational citizenship behavior, organizational health, and demographic characteristics of employees in fast food companies. To this end, a survey was conducted to collect data. Participants need to complete a questionnaire. The survey showed that the respondents' answers were completely anonymous, but other demographic information in the questionnaire included age and gender. The privacy of interviewees is protected. All interviewees were voluntary and agreed to use the data set to answer. There are many types of research, suitable for exploratory research, descriptive research and contingency research. However, in this research, the appropriate type of research is based on descriptive research, that is, describing the answers to illustrate the research question. The significance of descriptive research is to focus on the characteristics of individuals and the characteristics of the entire sample, which can support the provision of useful information for problem-solving. Well, this type of research is best for collecting data and describing the relationship between measured variables. In addition, this research also uses survey technology, which collects raw data of 450 employees in 20 stores through face-to-face questionnaires.

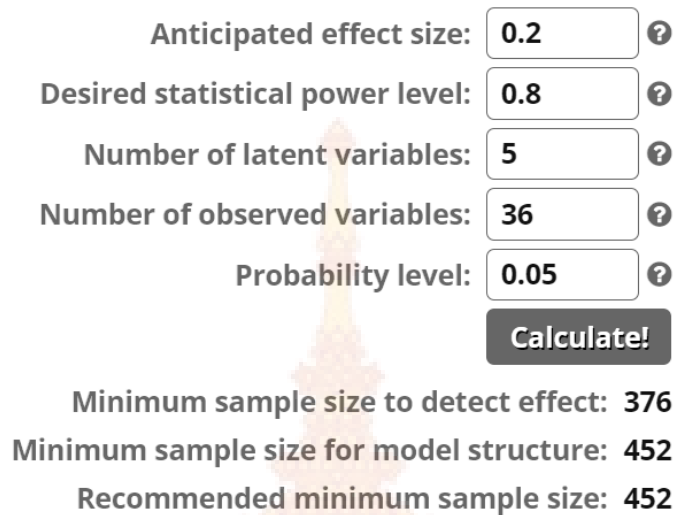
3.4 Population and Sample Selection

3.4.1 Population

The data used in this study was obtained through a face-to-face survey of 500 employees of 20 local chicken fast food chains. The author provides gifts to express his gratitude to all consumers who participated in the survey.

3.4.2 Sample size

The researcher will determine the sample size by applying an equation proposed by Yamane (1967) at the confidence level of 95% and precision levels = 0.05.



Anticipated effect size: 0.2 ?

Desired statistical power level: 0.8 ?

Number of latent variables: 5 ?

Number of observed variables: 36 ?

Probability level: 0.05 ?

Calculate!

Minimum sample size to detect effect: 376

Minimum sample size for model structure: 452

Recommended minimum sample size: 452

Figure 3.2 The sample size of this research

Source: <https://www.danielsoper.com/statcalc/calculator.aspx?id=89>

Based on the calculation results of the sample size, the recommended minimum sample size is 452. Taking into account the feedback rate of the survey and other issues, the sample size is selected to be 500 for research data collection.

3.5 Design of Questionnaire and Scale

This study uses a questionnaire, which creates a review of the relevant literature to collect data. The questionnaire can be divided into two parts:

Part 1: Closed questions on participant demographics.

1. Gender

☐ Male

☐ Female

2. Your highest education

☐ Junior high school and below

☐ High school / technical secondary school

☐ University/College

☐ Postgraduate

3. Your current position:

☐ Senior managers

- ☐Middle managers
- ☐Basic managers
- ☐Ordinary employees

Part 2: 36 closed-ended answer questions about 5 factors that influence purchase intention, including:

Table 3.1 Number of questionnaires for 5 factors that affect purchase intention

Organizational citizenship behavior	10
Organizational identity	11
Employee health	5
Organizational performance	6
Social benefit	4
Total	36

Source: Constructed by author

The second part of the questionnaire includes 5 factors and a total of 30 questions, of which 9 questions are used to measure Product quality, 9 questions are used to measure the user's Consumer knowledge, 5 questions are used to measure the user's Purchase motivation, and 3 questions are used to measure the user's Attitude. 4 questions are used to measure the user's behavior.

Table 3.2 Five-point Likert Scale

Strongly Agree	5 points
Agree	4 points
Neutral	3 points
Disagree	2 points
Strongly Disagree	1 points

Source: Vagias, Wade M. (2006). “Likert-type scale response anchors. Clemson International Institute for Tourism & Research Development, Department of Parks, Recreation, and Tourism Management. Clemson University.

The following questions are the further meaning of each question mentioned in the questionnaire. The questions and items contained in our face-to-face survey questionnaire are set up and perfected according to the scale established in the literature.

Concerning a large number of relevant literature, I have read the empirical research on related theories such as organizational identity, organizational citizenship behavior, and organizational health. Concerning the more mature scales, and combined with the actual situation of this research, I designed the measurement questions of the questionnaire variables. items to form the first draft of the questionnaire.

Table 3.3 Source for questionnaire items

Organizational Identity	Source
I think this company is very good.	God Berg (1970); lock (1976); Wang (2008).
I am willing to work in the company for a long time.	
I always feel comfortable in my body and mind when I work in this company.	
I feel unhappy when outsiders criticize the company.	
My personal goals are consistent with the company's long-term strategic plan.	
My values are aligned with the company.	
My interests and the interests of the company can be reconciled.	
I will try my best to complete the work that I have undertaken.	
I am happy to attend or respond to training and events held by the company.	
I am not happy to help colleagues with their work outside of work.	
Organizational Citizenship Behavior	Miller (2000) ; Dick (2004).
When the job requires, I will take the initiative to work overtime to do the job well.	
I will use my spare time to learn and improve my work skills.	
When my colleagues are overloaded, I will take the initiative to help.	

I will help new colleagues adjust to the work environment.	
For the sake of a harmonious working relationship, I will not consider the small festivals with my colleagues.	
I will take the initiative to give suggestions for improving the work.	
I will actively participate in various activities organized by the company (competitions, training, public welfare activities, etc.).	
I will take the initiative to propose and discuss reasonable suggestions that are beneficial to the development of the enterprise.	
I will save company resources and take care of office equipment	
I often take the initiative to introduce the advantages of the company and the products or services of the company to the outside world.	
I am very supportive of various public welfare activities in society (blood donation, donation, etc.).	
Employee Health	God Berg (1970); lock (1976); Wang (2008).
I am in good physical condition, and no factors from work affect my health.	
I am always optimistic at work and less affected by negativity.	
I am competent and confident in my job.	
I feel that I am valued at work by leaders who are willing to listen to my opinions.	
I feel that I have the opportunity for a promotion or a raise within a foreseeable period.	
Organizational Performance	Mchugh (2000) ; Wang (2003).
The profitability of the enterprise has strong competitiveness in the same industry.	
The company has been developing and growing from its establishment to the present, and it is still growing.	
Businesses focus on sales growth, asset growth, the number of new products, and similar metrics that reflect long-term capabilities.	
The company attaches great importance to learning and has established a strong learning atmosphere throughout the organization.	

Enterprises (including employees) always have new methods or ideas to solve problems (new management methods and technologies).	
Businesses are open to learning new work-related methods or techniques from top to bottom.	
Social benefit	Lyles et al., (1980); Jin (2006).
The company's products, services, and operations are honest and law-abiding and bear corresponding public responsibilities.	
The enterprise has established long-term and short-term strategic goals and takes into account the interests and needs of shareholders, customers, employees, suppliers, society, and other relevant parties.	
The enterprise actively engages in and carries out social welfare activities (such as charity donation, interaction with the community, etc.).	
The company's products or services are "high quality and trustworthy" in the minds of customers	

Source: Mueller S, Francis L, Lockshin L. 2008. The relationship between wine liking, subjective and objective wine knowledge: Does it matter who is in your 'consumer' sample? Refereed paper at the 4th International Conference of the Academy of Wine Business Research, 17-19th July, Siena. Ajzen, I., & Fishbein, M. (1975). A Bayesian analysis of attribution processes. *Psychological Bulletin*, 82(2), 261–277. <https://doi.org/10.1037/h0076477>.

3.6 Collection of Data

To measure the impact of organizational citizenship behavior and organizational identity on employee health, organizational performance, and social benefit in Chinese fast-food enterprises, this study investigated the employees of hometown chicken, a fast-food brand in Anhui, China. This survey selected 20 rural chicken chain stores, distributed questionnaires to 500 participants, and collected relevant data. For statistical analysis of the collected data, we used SPSS 24.0 for windows and Amos 24.0. SPSS analysis software was used to test the reliability and demographic information of the measurement items. At the same time, Amos analysis software is used to confirm the research framework, factor analysis (CFA), test hypotheses, and analyze the structural equation framework (SEM).

3.7 Research methodology

3.7.1 Descriptive statistics analysis

The data are presented in the form of tables, charts, and graphs, describing the profile of respondents and the distribution of relevant factors. The calculation of mean, frequency, and percentage distribution is the most common form of aggregated data.

3.7.2 Reliability test

Cronbach α was used in this study to test the reliability of each variable. If the tool has a minimum alpha score of 0.6 and overall reliability of 0.7 or higher, the tool has good reliability (Bagozzi & Yi, 1988). The higher the accuracy coefficient, the higher the reliability of measurement. Scholars are summarized as follows: 0.80 ~ 0.10 (good); 0.70 ~ 0.79 (minimum acceptable value); Below 0.70 (unacceptable); Therefore, a good beacon scale or questionnaire should be within the acceptable range of 0.70 to 1. Subscales greater than 0.80 are preferred, and the range between 0.70 and 0.80 is acceptable. Therefore, it is necessary to conduct a pre-test to check whether the research tool can be used in this study.

Table 3.4 Criteria of Reliability

Cronbach's Alpha Coefficient	Desirability level	Reliability Level
0.80-1.00	Excellent	Very High
0.70-0.79	Good	High
0.50-0.69	Fair	Medium
0.30-0.49	Poor	Low
Less than 0.30	Unacceptable	Very Low

Source: van Zyl, J. M., Neudecker, H., & Nel, D. G. (2000). On the distribution of the maximum likelihood estimator of Cronbach's alpha. *Psychometrika*, 65, 271-280.

3.7.3 Correlation test

The degree to which the measuring tool can correctly assess the properties or attributes of the study object is referred to as validity. The validity of an inquiry is determined by how consistent the measuring findings and content are. The questionnaire items utilized in this study were derived through a review of the literature and subsequent questionnaire modifications, and they have high content

validity after pre-testing. The scale's structural validity was investigated using exploratory factor analysis in this study. Factor analysis is a technique for simplifying data outputs. It reduces the number of scale categories and identifies the common qualities evaluated by the scale by combining as many of the scale's original many potential features into fewer factors or common characteristics as feasible. Traits. When the common characteristic findings of the scale after factor analysis agree with the theoretical construction, the load of each factor is usually employed to represent the validity of the scale. The principal component analysis approach is employed for factor analysis in this study, while the maximum variance rotation method is used for factor rotation. The requirement for factor extraction is a feature value larger than 1. KMO (Kaiser-Meyer-Elkin) analysis and Bartlett's sphere test are two typical methods for determining validity. The KMO value ranges from 0 to 1. When the KMO number approaches 1, it means that the more similar characteristics across variables, the better the factor analysis. In general, when the KMO value is greater than 0.9, it is ideal for factor analysis; when it is between 0.8 and 0.9, it is ideal for factor analysis; when it is between 0.7 and 0.8, it is ideal for factor analysis; and when it is between 0.6 and 0.7, it is ideal for factor analysis. It is good for factor analysis when it is between 0.5 and 0.6; when it is below 0.5, it is not suitable for factor analysis.

3.7.4 Path analysis

To analyze the relationship within the research framework, we carried out a path analysis based on the structural equation model (SEM). In this study, SPSS 24.0 software is used as the data collection, sorting, and analysis tool, and Amos 24.0 software is used as the path regression tool.

3.7.5 Confirmatory factor analysis

Factor analysis can generally be divided into exploratory factor analysis (EFA) and confirmatory factor analysis (CFA)(Hair et al., 2012). Unlike EFA, the conduct of CFA must be based on a specific theoretical perspective or conceptual framework, and then a mathematical procedure is used to confirm whether the econometric model derived from this theoretical perspective is appropriate and reasonable. Therefore, what EFA wants to achieve is to establish the construct validity of the scale or questionnaire, while CFA wants to test the rationality and authenticity of this construct validity. After an exploratory factor analysis on a small sample, the existence of factor models for organizational health, organizational identity, and organizational citizenship behavior still needs to be tested. Here, by establishing a structural equation model (SEM), the model is verified with a large sample data area to see if it fits the data. In SEM analysis, fit metrics are generally used to test and select models. These fit metrics mainly include X^2/df , GFI, AGFI, NFI, NNFI CFI IFI and RMSEA. The following table shows the test reference values of each fitting index.

Table 3.5 Structural equation fit metrics

Index		Ranges
X ² /df		<3.00
GFI		>0.85
NFI		>0.90
TLI		>0.90
CFI		>0.90
RMSEA		<0.08

Source: Hair, J. F., Sarstedt, M., Ringle, C. M., & Mena, J. A. (2012). An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the Academy of Marketing Science*, 40(3), 414–433. <https://doi.org/10.1007/s11747-011-0261-6>.

3.8 Suggestions of the Three Experts on the Questionnaire

In this study, the authors invited three experts to review the questionnaire in order to evaluate it. Among the three experts, one of them is a catering business owner who manages three large-scale catering stores. The other two experts are from the field of business administration. Three experts believe there is a need to study the factors that affect tissue health. To reveal the impact of organizational citizenship behavior and organizational identity on employee health, organizational performance, and social effectiveness, especially in Chinese fast-food companies. The questionnaires were derived from the classic questionnaires of previous researchers. Questionnaire questions are appropriate for the purposes of this study and further research. The three experts believed that no obvious errors were found in the questionnaire, and all of them could help achieve the corresponding research objectives, so they could be used as a questionnaire survey and did not need to be revised. During the implementation of the IOC, experts must evaluate and score each item on a scale of 1, 0, -1. If experts rate the project a 1, it means the project measures its goals and has effective content. If experts rate the item 0, it can measure its intended use. If experts rate an item as -1, the item has not yet measured its purpose. In conclusion, this project describes the indicators and calculation parts of the project-goal coherence scale. There are 36 items, 5 constructs, the highest score equals 1, and the lowest quantile is 0.67, reserved. Therefore, the content validity of the 36 items in this study is sufficient. See Appendix A for the results.

Table 3.6: IOC test expert information.

Name	Academic degree	Major field	Experience
Juan Li	Master's degree	Food Industry	20 years
XIyi Wang	Ph. D	Business management	11 years
Xiaodong Zhang	Ph. D	Business management	9 years

Source: Constructed by author



CHAPTER 4

DATA ANALYSIS

4.1 Reliability Test of Research Instrument

Descriptive research is a common project research method. It refers to the different factors faced by different aspects of research, data collection, and data recording, focusing on the static description of objective facts. Most marketing studies are descriptive. The research on customers' willingness to buy wine is defined as marketing research. Therefore, descriptive research can be used for the company's marketing operation strategy. Descriptive research aims to describe the characteristics of fixed groups and estimate the relationship between product quality, organizational management, motivation, attitude, and willingness. Quantitative research is to determine the number of things in a certain number of scientific research, that is, to represent samples with many problems and phenomena, and then analyze, test, and explain them, to obtain meaningful research methods and processes. A sample survey is not a comprehensive survey. This is a survey method used to survey certain units of all respondents and estimate and infer all responses accordingly. This study uses a face-to-face questionnaire to collect the necessary information. Communicating with the target sample group is a simple method. The researchers distributed questionnaires face to face. Cronbach's alpha test was used to test the reliability of the problem for each variable. Reliability assessment is defined as Cronbach's alpha. If the measured minimum alpha score is 0.6 and the overall reliability is 0.7 or higher, it has good reliability. Therefore, a pre-test is necessary to check whether the research tool can be used in the main study. A pilot study was introduced to check whether the questionnaire was properly prepared to explore and verify the above research questions. 35 Chinese Anhui native chicken employees participated in the preliminary test.

Table 4.1 Reliability analysis of questionnaire

Variables	Number of items	Cronbach α
Organizational identity	10	0.891
Organizational citizenship behavior	11	0.874
Employee health	5	0.803
Organizational Performance	6	0.856

Social benefit	4	0.786
Total	36	0.857

Source: Constructed by author

The Cronbach's alpha score for each factor scale in this study is more than 0.7 after testing. The questionnaire's total Cronbach's alpha value is 0.857, indicating strong reliability and good internal consistency.

Table 4.2 Demographic data

Variables	Frequency (f)	Percentage (%)
Male	178	35.6
Female	322	64.4
Total	500	100

Notes: N=500

Source: Constructed by author

As shown in the table, approximately 64.4% (N = 322) of the participants were women, while men accounted for 35.6% (N = 178).

Table 4.3 Current position

Position	Frequency (f)	Percentage (%)
Senior managers	4	0.8
Middle managers	20	4
Basic managers	65	13
Ordinary employees	411	82.2
Total	500	100

Notes: N=500

Source: Constructed by author

As shown in the table, about 82.2% (n = 411) of the participants are ordinal employees, and basic managers account for 13% (n = 65) of the participants. Middle managers accounted for 4% (n = 20), and senior managers accounted for 0.8% (n = 4).

4.2 Mean and Standard Deviation

Table 4.4 Averaged variances expected

Variables	Standard Deviation	Mean
Organizational identity		
OI1	.810	3.76
OI2	.926	3.65
OI3	.964	3.59
OI4	.986	3.72
OI5	.899	3.49
OI6	.965	3.65
OI7	.889	3.64
OI8	.748	4.42
OI9	1.062	3.97
OI10	.973	3.94
Organizational citizenship behavior		
OCB1	.904	4.20
OCB2	.985	4.09
OCB3	.865	3.74
OCB4	.797	4.09
OCB5	.948	4.04
OCB6	.852	3.94
OCB7	.902	3.97
OCB8	.917	3.66
OCB9	.844	4.04
OCB10	.944	3.74
OCB11	.894	3.76
Employee health		
EH1	.810	4.03
EH2	.832	3.55
EH3	.907	3.71
EH4	.908	4.06
EH5	.864	3.80
Organizational performance		
OP1	.073	3.81
OP2	.082	3.77
OP3	.083	3.95
OP4	.080	3.85
OP5	.091	3.64

OP6	.073	3.55
Social benefit		
SB1	.925	4.09
SB2	.961	3.93
SB3	.963	3.91
SB4	.975	3.54

Source: Constructed by author

4.3 Factor Model Parameters for Tissue Health

Table 4.5 Factor Model Parameters

Index	Ranges
X ²	208
X ² /df	1.47
GFI	0.878
TLI	0.960
CFI	0.967
RMSEA	0.058

Source: Constructed by author

The above table shows the fitting parameter values of the revised tissue health factor structure model. From this, it can be seen that the factor model's X²/df is 1.47, which is close to 1, and the RMSEA value is 0.058<0.06. The model fits well. The goodness of fit index GFI was 0.878 higher than 0.85, CFI was 0.967, and TLI was 0.96, both higher than the standard of 0.9, so the data fit was good. In addition, the degree of correlation between the three factors in the factor model is above 0.85.

Table 4.6 Correlation matrix of the constructs

Construct	OI	OCB	EH	OP	SB
Organizational identity	1				
Organizational citizenship behavior	.791**	1			
Employee health	.687**	.792**	1		
Organizational Performance	.566 **	.470**	0.507**	1	
Social benefit	.471**	.558**	.453**	.500**	1

Note: * $p < 0.05$; ** $p < 0.01$; N=400.

Organizational identity was significantly positively correlated with organizational citizenship behavior ($r=0.79$); organizational identity was also significantly correlated with organizational health and three dimensions of organizational health at the 0.01 level: organizational identity and employee health were significantly positively correlated ($r=0.687$), and organizational There is a significant positive correlation between identification and organizational performance ($r=0.566$), organizational identification has a positive correlation with the social performance of the organization ($r=0.471$), and organizational identification has a significant positive correlation with organizational health as a whole ($r=.688$). Among them, organizational identity has the closest relationship with employees' health, and has the highest correlation coefficient.

The three dimensions of organizational citizenship behavior and organizational health and organizational health are also significantly correlated at the 0.01 level: organizational citizenship behavior is positively correlated with employee health ($r=0.792$), and organizational citizenship behavior is positively correlated with organizational performance ($r=0.470$), organizational citizenship behavior and social benefits have a significant positive correlation ($r=0.558$), among which organizational

citizenship behavior is significantly correlated with organizational health, and the correlation strength is strong ($r=0.708$).

4.4 Hypothesis Test

The main purpose of this study is to understand the impact of organizational citizenship behavior and organizational identity on employee health, organizational performance, and social benefit, and then affect the organizational health of Chinese fast-food enterprises. To analyze the relationship in the research framework, path analysis is carried out based on the structural equation model (SEM). The output of the analysis is shown in the figure, and the normalization coefficient and hypothesis results of each path are shown in the table.

Table 4.7 Hypothesis testing

Hypothesis	Path	Standardized Coefficient	Verification results
H1	Organizational citizenship behavior >>>>> Employee health	.49**	Support
H2	Organizational citizenship behavior >>>>> Organizational Performance	.55**	Support
H3	Organizational citizenship behavior >>>>> Social benefit	.31**	Support
H4	Organizational identity >>>>> Employee health	.39**	Support
H5	Organizational identity >>>>> Organizational Performance	.54**	Support
H6	Organizational identity >>>>> Social benefit	.57**	Support

Notes: * $p < 0.05$; ** $p < 0.01$; $N=400$.

Source: Constructed by author

According to the above analysis structure, the standardized path coefficient is shown in the figure.

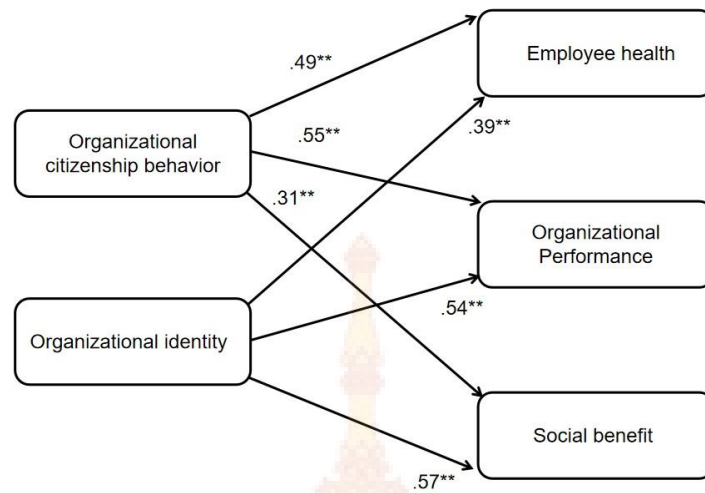


Figure 4.1 Path coefficients resulting from structural equation modeling (SEM)

Notes: * $p < 0.05$; ** $p < 0.01$; $N=500$.

Source: Constructed by author

According to the analysis results of the model in the figure, it can be seen that: (1) organizational identity has a significant positive impact on employee health ($\beta = 0.39$), and is significant at the level of $P = 0.01$; (2) Organizational identity has a positive impact on organizational performance ($\beta = 0.54$) and is significant at the level of $P = 0.01$; (3) Organizational identity has a significant positive impact on social benefits ($\beta = 0.57$) and is significant at the level of $P = 0.01$; (4) Organizational citizenship behavior has a significant positive impact on employee health ($\beta = 0.49$) and is significant at the level of $P = 0.01$; (5) Organizational citizenship behavior has a significant positive impact on organizational performance ($\beta = 0.55$) and is significant at the level of $P = 0.01$; (6) Organizational citizenship behavior has a significant positive impact on the social benefits ($b = 0.54$) and is significant at the level of $P = 0.01$.

Through the regression analysis of the variable relationship, the 6 hypotheses proposed in this paper are supported.

CHAPTER 5

CONCLUSION AND DISCUSSION

5.1 Conclusions

The risky and volatile environment has brought unprecedented severe challenges to the survival and development of enterprises. How to adapt to changes in the environment and develop sustainably and healthily is a common concern of the theoretical circles and the management practice circles. The World Health Organization (1948) proposed the concept of health. It believes that health refers to a person's physical health, mental health, good social relations, and moral health. It is a comprehensive state that includes psychology, social adaptability, and morality.

RQ1 is that the organizational citizenship behavior has a significant impact on employee health, and the authors found that its path coefficient was 0.49, $P < 0.01$, indicating that organizational citizenship behavior has a moderately significant positive impact on employee health.

RQ2 is that the organizational citizenship behavior has a significant impact on organizational performance, through the path coefficient, the author found that the path coefficient of organizational citizenship behavior on organizational performance is 0.55, $P < 0.01$, it can be concluded that organizational citizenship behavior has a moderately significant positive impact on organizational performance.

RQ3 is that the organizational citizenship behavior has a significant impact on social benefit, and through the path coefficient, the author found that the path coefficient of organizational citizenship behavior on social benefits is 0.31, $P < 0.01$, indicating that organizational citizenship behavior has a small positive and significant impact on social benefits.

RQ4 is that organizational identity has a significant impact on employee health, and through the path analysis, the author found that the path coefficient of organizational identification on employee health was 0.39, $P < 0.01$, which indicated that organizational identification had a moderately significant impact on employee health.

RQ5 is that organizational identity has a significant impact on organizational performance, the authors found that the path coefficient of organizational identification on organizational performance was 0.54, $P < 0.01$, indicating that organizational identification had a moderately significant positive impact on organizational performance.

RQ6 is that the organizational identity has a significant impact on social benefit, the authors found that the path coefficient of organizational identification on social

benefits was 0.57, $P < 0.01$, so organizational identification had a moderately significant positive impact on social benefits.

This also provides a good research inspiration for the research of tissue health. The theoretical research on organizational health emphasizes the combination of goal and philosophy (Ryff & Singer, 1998), and emphasizes the perspective of state and process view (Macintosh, MacLean, and Bums, 2007) » Pritchard et al. (1990) believe that organizational health and personal health is an interdependent symbiotic relationship in organizational systems. According to Ryren and Singer (1998), the state concept of organizational health is expanded from a medical analogy to a hybrid concept of biology, medicine, philosophy, sociology, and psychology, and organizational health should break with traditional understanding and involve psychological, different dimensions such as morality (QuicketaL, 2002).

5.2 Results and Discussion

Based on previous research, this paper re-decomposes the concept of organizational health and uses SPSS24.0 and AMOS24.0 and other analytical tools to combine qualitative and quantitative analysis, which not only describes the ideal state of organizational health but also from the perspective of the process perspective discusses how to build organizational health within an organization. The main conclusions and comments of this paper are as follows.

(1) Definition of tissue health. Organizational health is an ideal state that an organizational system strives to achieve. It not only includes the health of individual employees and organizational levels but also has social harmony and environmental adaptation. It is mainly manifested in three aspects: employee health, corporate performance, and social benefits.

(2) The structure of the organization is healthy. This paper constructs a three-dimensional conceptual structure of tissue health through theoretical analysis and mining of tissue health, and the manipulation and abstraction of constructs, and confirms the three-dimensional structure of tissue health through small-sample exploratory and large-sample confirmatory factor analysis. This theoretical dimension system fully reflects the connotation and extension of organizational health. It has a state view and a process view and is philosophical without losing the goal. This theoretical dimension should include the following aspects: (1) Definition of tissue health. Organizational health is an ideal state that an organizational system strives to achieve. It not only includes the health of individual employees and organizational levels but also has social harmony and environmental adaptation. It is mainly manifested in three aspects: employee health, corporate performance, and social benefits. (2) The structure of the organization is healthy. This paper constructs a three-dimensional conceptual structure of tissue health through theoretical analysis and mining of tissue health, and the manipulation and abstraction of constructs, and confirms the three-dimensional structure of tissue health through small-sample

exploratory and large-sample confirmatory factor analysis. This theoretical dimension system fully reflects the connotation and extension of organizational health. It has a state view and a process view and is philosophical without losing the goal. This theoretical dimension should include the following aspects: (1) Employee health, which is the health of employees at the individual level, mainly including employees' physical health, mental health, and job satisfaction (this is also in line with the connotation of health given by WHO) performance The dimensions of occupational health characteristics; (2) corporate performance, which is the health performance of the organization level, mainly including financial performance (the focus of early attention to organizational health), organizational innovation (emphasis on the successful development of new ideas in the organization to improve the overall effectiveness of the organization)), growth and learning ability (the ability of the organization to continuously develop and absorb new valuable knowledge from inside and outside women); (3) social benefit, which reflects the moral attributes of the organization' s health, and pays attention to the organization' s connection with the outside world and its impact on society. Feedback, includes social responsibility (a new field of research on organizational health), environmental protection (interaction between the environment and the organization), and corporate reputation (society's recognition and evaluation of the organization).

(3) This paper designs a questionnaire for organizational health through constructive manipulation and variable measurement of organizational health. The questionnaire includes three subscales of employee health, corporate performance, and social benefit. Among them, the employee health scale includes three indicators of physical health, mental health, and subjective satisfaction; the enterprise performance scale includes three indicators of organizational financial performance, learning and growth, and innovation; the social benefit scale includes social responsibility, Three measures of environmental protection and corporate reputation. All measurement indicators and items are relatively complete and scientific to measure each variable. The Organizational Health Scale has good overall reliability and validity and can be used as a scientific questionnaire to measure the organizational health of Chinese enterprises.

(4) This paper takes organizational identity and organizational citizenship behavior as a single construct, although they are divided into dimensions (organizational identity cognition, emotion and evaluation, behavior dimension and organizational citizenship behavior individual, group, organization, and social dimension) and carry out However, the research model does not start from their factor structure, but considers the two constructs of organizational identity and organizational citizenship behavior as one variable as a whole. The dimensional division of these two constructs is based on the perspective of variable measurement, so that a more comprehensive questionnaire can be used to measure these two variables, rather than the division based on theoretical dimensions.

(5) This paper studies the relationship between organizational identity, organizational citizenship behavior and organizational health, takes organizational citizenship behavior as a mediating variable, and establishes a structural equation model (SEM) between the three, in order to explore the relationship between organizational health. Implement ways and promote and improve the health of your organization. Studies have shown that organizational identity has a significant positive impact on organizational health, including employee health, corporate performance, and social benefits; organizational citizenship behavior has a positive impact on organizational health, including employee health, corporate performance, and social benefits; organizational identity Through the mediating effect of organizational citizenship behavior on organizational health, people with high organizational identity will inevitably form some out-of-role behaviors to promote organizational success and development and ultimately achieve a healthy state.

5.3 Limitations

Combined with the purpose of this research, based on the existing literature, this paper puts forward the research hypothesis of this paper and establishes the relevant research theoretical model, collects a certain amount of samples for analysis, and obtains certain research results, but because of this research. Due to the complexity of the problem and the limited ability, the research in this paper still has the following problems that need to be further explored:

(1) The limitations of data collection in the questionnaire study. Since the collection and analysis of data mainly focus on the questionnaire survey method, some understandings and explanations lack contextuality and corresponding depth; in addition, this paper does not use specific objective actual data but obtains data through subjective questionnaire surveys when measuring variables to test models and hypotheses, the data collected may have a certain degree of error, which may have a certain degree of impact on the specific research results. If we can use the internal database information of the enterprise to reflect the various elements of the health of the enterprise organization, the effectiveness of the research will be further improved. Such data, although very difficult to obtain, can validate conclusions from a causal point of view and are far from the effects of homology variance..

(2) Due to the problem of personal ability and time, the collected samples are not rich enough to be able to perform structural equation analysis, and the insufficient sample size may have a certain impact on the calculation results. In the collected samples, the positions of most of the subjects are ordinary employees and grassroots managers of the enterprise. For the comprehensive concept of organizational health, it is necessary to investigate certain middle and senior managers to have higher credibility. . In addition, this study designs multiple industries, and there are certain differences in the technical complexity and competition density among industries, which may be controlled as control variables, but may still have a certain impact on

the relationship of variables.

5.4 Research Contributions

The innovations and significance of this paper mainly include the following aspects:

(1) To study the adaptability of enterprises from the new perspective of organizational health, which makes up for the inadequacy of previous theoretical studies on enterprise adaptability. Organizational health is different from the corporate performance emphasized by previous theories. It emphasizes the long-term development perspective of the organization and the dynamic adjustment of the state and process of the organization, rather than being limited to a certain stage of organizational development. In addition, most of the previous theories studied the health of enterprises from a certain point of view, or blindly insisted on constructing the enterprise health index, often with strong goals and insufficient philosophical aspects. This paper emphasizes the integrity and dynamics of organizational health. Therefore, it is innovative to study enterprise adaptability from the perspective of organizational health.

(2) Designed and passed the measurement scale of tissue health and conducted research using structural equation model. This paper pioneered the combination of traditional organizational behavior research object organizational identity and organizational citizenship behavior with a new theoretical perspective "organizational health", which has certain guiding significance for management practice. Through literature review and other methods, the concept of organizational health was decomposed and three factor structures were obtained, and the empirical research was carried out using the structural equation model method, which provided a starting point and useful reference for future research on organizational health. try.

(3) In the literature review section, this paper introduces the existing research results of the related theories of organizational identity and organizational citizenship behavior in detail. However, this paper understands organizational identity and organizational citizenship behavior in a broad sense, not only in the scope of traditional organizational behavior. to broader organizational health and empirically validated. Therefore, this paper finds a clear process of promoting organizational health within the organization, and ultimately promotes the health of the organization through the creation of organizational identity, which is an innovation to the traditional organizational identity theory.

5.5 Practical Contributions

This paper discusses the theoretical dimension of organizational health and the impact path of organizational health within the organization, that is, the impact of organizational identity based on organizational citizenship behavior on organizational health. In view of this, this paper also hopes to give the direction of organization construction in the field of management practice and propose management suggestions.

(1) Performance and health are equally important. In the management practice world, managers of various organizations have been trying to explain a problem, that is, how to achieve current excellent performance and build a long-term future? In fact, there is an important difference between winners and losers. Some companies focus only on performance and only focus on performance. Leaders put a lot of energy into those things that can guarantee the achievement of quarterly and annual goals. However, they often overlook investments in organizational health. And the leaders of enduring companies focus not just on initiatives related to near-term performance, but also on things that aren't immediate, or even less likely to be profitable in the future. A strong focus on organizational health—the ability for an organization to adapt, execute, and renew itself faster than its competitors is as important as focusing on traditional elements of operational performance improvement.

(2) It is very important to create an organizational culture of identity. Although the enterprise organization survives and competes in the market environment with fierce competition, although the business activities of the enterprise are mainly for profit, the enterprise should think deeply about its own existence value. The operation and development of an enterprise is not only for the pursuit of profit, but also for the creation of value, and for the recognition of the members of the organization and the society. Gaining recognition is tantamount to increasing the organization's civic behavior. To establish an organizational culture of identity, it is necessary to increase the transparency of information within the organization, promote the fluency of information transmission and information sharing within the organization to increase cognitive identity; establish a service-oriented human resources work concept to enhance evaluative organizational identity ; In the form of employee participatory management, increase employees' autonomy to achieve emotional organizational identification; establish a comprehensive and comprehensive reward and promotion system to promote employees' behavioral identification.

5.6 Future Research

Based on the in-depth study of organizational identity, organizational citizenship behavior, and organizational health theory, this paper conducts exploratory research on organizational identity, organizational citizenship behavior, and organizational health, and combines empirical research methods to obtain certain

research results. Based on the limitations of this study, further research directions are proposed:

First of all, organizational health is an open system, which is a combination of process and state. More research is needed on the process of behavior generation and the path of influence. This means continuing to explore the relationship and mechanism of action between tissue health and other variables in the tissue. This paper follows the "motivation-behavior-goal" model of the mainstream research model of organizational theory. The study of organizational health inevitably involves multi-level and interdisciplinary issues. Therefore, in future research, the related theories of organizational health should not only consider the influence of more other organizational variables but also continue to deepen the cross-level organizational health research;

Then this paper studies the relationship between organizational identity, organizational citizenship behavior, and organizational health. However, the impact of organizational identity and organizational citizenship behavior dimensions on organizational health has not been studied. In the future, research can be conducted between these dimensions and the impact of these dimensions on organizational health.

Finally, longitudinal research and paired data research are carried out on enterprise data. This paper uses cross-sectional data to verify the theoretical model and does not consider changes in historical data. In the future, if research conditions permit, historical data can be considered for the case or empirical research, to further improve the model theoretically.

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APPENDICES A

INDEX OF ITEM-OBJECTIVE CONGRUENCE (IOC) RATE FORM AND RESULT

Index of Item-Objective Congruence (IOC) Rating Form for Composting

Please tick "✓" in the blank space below and answer the following questions. "1" means that the subject may be able to deal with the corresponding hypothesis and its goals, "0" means that the subject may not be able to clearly distinguish the theory and its goals, and "-1" means that the subject may not conform to the paradigm and its goals. In addition, leaving further comments is the greatest support for the research.

Variables	1	0	-1
Organizational Identity			
I think this company is very good.			
I am willing to work in the company for a long time.			
I always feel comfortable in my body and mind when I work in this company.			
I feel unhappy when outsiders criticize the company.			
My personal goals are consistent with the company's long-term strategic plan.			
My values are aligned with the company.			
My interests and the interests of the company can be reconciled.			
I will try my best to complete the work that I have undertaken.			
I am happy to attend or respond to training and events held by the company.			
I am not happy to help colleagues with their work outside of work.			
Organizational Citizenship Behavior			
When the job requires, I will take the initiative to work overtime to do the job well.			
I will use my spare time to learn and improve my work skills.			
When my colleagues are overloaded, I will take the initiative to help.			
I will help new colleagues adjust to the work environment.			
For the sake of a harmonious working relationship, I will not consider the small festivals with my colleagues.			
I will take the initiative to give suggestions for improving the work.			
I will actively participate in various activities organized by the company (competitions, training, public welfare activities, etc.).			
I will take the initiative to propose and discuss reasonable suggestions that are beneficial to the development of the enterprise.			
I will save company resources and take care of office equipment			
I often take the initiative to introduce the advantages of the company			

and the products or services of the company to the outside world.			
I am very supportive of various public welfare activities in society (blood donation, donation, etc.).			
Employee Health			
I am in good physical condition, and no factors from work affect my health.			
I am always optimistic at work and less affected by negativity.			
I am competent and confident in my job.			
I feel that I am valued at work by leaders who are willing to listen to my opinions.			
I feel that I have the opportunity for a promotion or a raise within a foreseeable period.			
Organizational Performance			
The profitability of the enterprise has strong competitiveness in the same industry.			
The company has been developing and growing from its establishment to the present, and it is still growing.			
Businesses focus on sales growth, asset growth, the number of new products, and similar metrics that reflect long-term capabilities.			
The company attaches great importance to learning and has established a strong learning atmosphere throughout the organization.			
Enterprises (including employees) always have new methods or ideas to solve problems (new management methods and technologies).			
Businesses are open to learning new work-related methods or techniques from top to bottom.			
Social Benefit			
The company's products, services, and operations are honest and law-abiding and bear corresponding public responsibilities.			
The enterprise has established long-term and short-term strategic goals and takes into account the interests and needs of shareholders, customers, employees, suppliers, society, and other relevant parties.			
The enterprise actively engages in and carries out social welfare activities (such as charity donation, interaction with the community, etc.).			
The company's products or services are "high quality and trustworthy" in the minds of customers			

Result of Index of Item-Objective Congruence (IOC) Rating

Construct No	Item NO	Rating from experts			$\sum R$	IOC $= \frac{\sum R}{N}$	Result
		1 st Expert	2 nd Expert	3 rd Expert			
1	1	1	1	1	3	1	Pass
	2	1	1	1	3	1	Pass
	3	1	0	1	2	0.67	Pass
	4	1	0	1	2	0.67	Pass
	5	1	1	1	3	1	Pass
	6	1	1	1	3	1	Pass
	7	1	0	1	2	0.67	Pass
	8	0	1	1	2	0.67	Pass
	9	1	1	1	3	1	Pass
	10	1	1	1	3	1	Pass
2	11	1	1	1	3	1	Pass
	12	1	1	1	3	1	Pass
	13	1	1	1	3	1	Pass
	14	1	1	1	3	1	Pass
	15	1	1	1	3	1	Pass
	16	1	1	1	3	1	Pass
	17	1	1	1	3	1	Pass
	18	1	1	1	3	1	Pass
	19	1	1	1	3	1	Pass
	20	0	1	1	2	1	Pass
3	21	1	0	1	2	0.67	Pass
	22	1	1	1	3	1	Pass
	23	1	1	1	3	1	Pass
	24	1	0	1	2	0.67	Pass
	25	0	1	1	2	0.67	Pass
	26	0	1	1	2	0.67	Pass
4	27	1	1	1	3	1	Pass
	28	1	1	1	3	1	Pass
	29	1	1	1	3	1	Pass
	30	1	1	1	3	1	Pass
	31	1	1	1	3	1	Pass
	32	1	1	1	3	1	Pass
5	33	0	1	1	2	1	Pass
	34	1	0	1	2	0.67	Pass
	35	1	1	1	3	1	Pass

	36	1	0	1	2	0.67	Pass
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APPENDICES B

Questionnaire

Thank you for taking the time out of your busy schedule to participate in this survey. This is a description of corporate organizational health and organizational work, which aims to study the impact of some behaviors within organizational work on corporate organizational health. We promise that the data obtained will be used exclusively for scientific research and not for other purposes. At the same time, the final results of this survey will also be shared with the participating companies, to benefit participating companies. Please fill in the paper forms as required; we would like to express our heartfelt thanks for your sincere cooperation.

Part A: Closed-end questions about the demographic characteristics of the participants.

1. Gender

☐Male

☐Female

2. Your highest education

☐Junior high school and below

☐High school / technical secondary school

☐University/College

☐Postgraduate

3. Your current position:

☐Senior managers

☐Middle managers

☐Basic managers

☐Ordinary employees

Part B: closed-ended answer questions about 5 factors that influence purchase intention, including

Please write a '√' in the box to show you agree or disagree with the following statements 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree.

Variables	1	2	3	4	5
Organizational Identity					
I think this company is very good.					
I am willing to work in the company for a long time.					

I always feel comfortable in my body and mind when I work in this company.					
I feel unhappy when outsiders criticize the company.					
My personal goals are consistent with the company's long-term strategic plan.					
My values are aligned with the company.					
My interests and the interests of the company can be reconciled.					
I will try my best to complete the work that I have undertaken.					
I am happy to attend or respond to training and events held by the company.					
I am not happy to help colleagues with their work outside of work.					
Organizational Citizenship Behavior					
When the job requires, I will take the initiative to work overtime to do the job well.					
I will use my spare time to learn and improve my work skills.					
When my colleagues are overloaded, I will take the initiative to help.					
I will help new colleagues adjust to the work environment.					
For the sake of a harmonious working relationship, I will not consider the small festivals with my colleagues.					
I will take the initiative to give suggestions for improving the work.					
I will actively participate in various activities organized by the company (competitions, training, public welfare activities, etc.).					
I will take the initiative to propose and discuss reasonable suggestions that are beneficial to the development of the enterprise.					
I will save company resources and take care of office equipment					
I often take the initiative to introduce the advantages of the company and the products or services of the company to the outside world.					
I am very supportive of various public welfare activities in society (blood donation, donation, etc.).					

Employee Health					
I am in good physical condition, and no factors from work affect my health.					
I am always optimistic at work and less affected by negativity.					
I am competent and confident in my job.					
I feel that I am valued at work by leaders who are willing to listen to my opinions.					
I feel that I have the opportunity for a promotion or a raise within a foreseeable period.					
Organizational Performance					
The profitability of the enterprise has strong competitiveness in the same industry.					
The company has been developing and growing from its establishment to the present, and it is still growing.					
Businesses focus on sales growth, asset growth, the number of new products, and similar metrics that reflect long-term capabilities.					
The company attaches great importance to learning and has established a strong learning atmosphere throughout the organization.					
Enterprises (including employees) always have new methods or ideas to solve problems (new management methods and technologies).					
Businesses are open to learning new work-related methods or techniques from top to bottom.					
Social Benefit					
The company's products, services, and operations are honest and law-abiding and bear corresponding public responsibilities.					
The enterprise has established long-term and short-term strategic goals and takes into account the interests and needs of shareholders, customers, employees, suppliers, society, and other relevant parties.					
The enterprise actively engages in and carries out social welfare activities (such as charity donation, interaction with the community, etc.).					
The company's products or services are "high quality and trustworthy" in the minds of customers					

BIOGRAPHY

NAME

Jianyu Chen

ACADEMIC BACKGROUND

Capital College of Physical Education; Master of Arts
Management International Academy, Rajamangala
University of Science and Technology Krungthep.

EXPERIENCES

Teacher of Huainan No. 26 Middle School

