

# Organization Development Interventions to Improve Leadership, Communication, Support, Career Development and Justice of Generation Y & Z: A Case Study of China

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Received: February 06, 2021. Revised: May 27, 2021. Accepted: September 02, 2021.

## Abstract

**Purpose:** This research is mixed-method research aiming at identifying and prioritizing the Organization Development interventions to improve leadership, communication, training & development, support, and justice. **Research design, data and methodology:** The research also utilizes a needs assessment to examine the differences between the current and expected situations. The target respondents comprise generation Y and Z from both Zhejiang province, China. During the COVID-19 period, the researcher obtained 22847 responses from Zhejiang province, using convenient and purposive sampling. **Results and conclusions:** The quantitative findings show a significant difference between the current situation and the expected situation regarding leadership, communication, training & development, support, and justice ( $p < 0.05$ ). According to the PNI modified value, the top three dimensions needing improvement are justice, support, and communication. The five open-ended questions' coding results revealed that respondents were dissatisfied with their organizations' five dimensions' current situation.

**Keywords :** Leadership, Communication, Training & development, Support, Justice, Needs assessment

**JEL Classification Code:** C12, D22, I31, J28, J53

## 1. Introduction<sup>1</sup>

According to the International Labor Organization (ILO), the COVID-19 affects worldwide, causing many repercussions (e.g., economic downtown, new normal). Throughout the Asian region, people learn and adopt new ways of life to combat the COVID19 pandemic, including lockdown, self-isolation, and social distancing work-from-home. All these have become a part of the daily routines of Chinese people. In China, despite the impact of the

pandemic, as many as two million new businesses and stores are opened in China (Jin & Chen, 2020).

The recent survey findings of Alibaba showed that the company provided more than two million flexible employment opportunities from January to March in 2020. As more Gen Y and Z generations, both China, flow into the employee market, they invariably redefine the business models and practice. Leveraging digital technologies. Nevertheless, on the soft side of human factors, it is unclear what additional organization development interventions are perceived to the priorities of professional development from

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