

Artistic Exploration of Organizational Design in Human Resource Management

Guo Shanshan

Shaanxi Technical College of Finance & Economics, Xinyang, 712000, China

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Abstract: “Organizational Design” refers to how an organization establishes or changes an organizational structure to achieve its stated objectives more effectively. Organizational design often refers to what kind of structure the organization should have within the organization. With the advent of the information age, the organizational structure of enterprises has increasingly had an important impact on the effectiveness of their management. This paper takes the theory of management master Mintzberg as the starting point, and analyzes the important role of organizational design in human resource management and how to organize the design effectively, so as to achieve a good match between organizational design and environment, and good configuration of organizational parameters.

1. Introduction

Reasonable construction of the enterprise's human resources performance management system is very important for the long-term development of the enterprise, as well as for the current stable survival and competitiveness. In strengthening the human resources management of enterprises, it is necessary to comprehensively consider all aspects of talents' assessment, training and selection, in order to reasonably construct an effective human resource performance management system. When constructing a human resource performance management system, enterprises need to consider whether the system is effective, feasible, reasonable and scientific, because it is not only related to the quality and level of enterprise human resource management and structure, but also to the enterprise. The overall development has a huge impact^[1].

2. Overall configuration of human resource management organization design

2.1 Human Resource Management Configuration

According to the author's research on the enterprise human resources performance management system, the system has the following two important functions: First, it helps to enhance the competitiveness of enterprises. After implementing the human resources performance management system, the enterprise can first decompose its development goals by means of the performance management indicators in the system, and then assign the corresponding task amount according to

the responsibilities of different departments, and finally the departments according to the departmental performance. The management indicators and the assigned tasks are assigned to each employee reasonably in combination with the actual number of employees in the department. As shown in Figure 1 below, the organization design in human resource management:

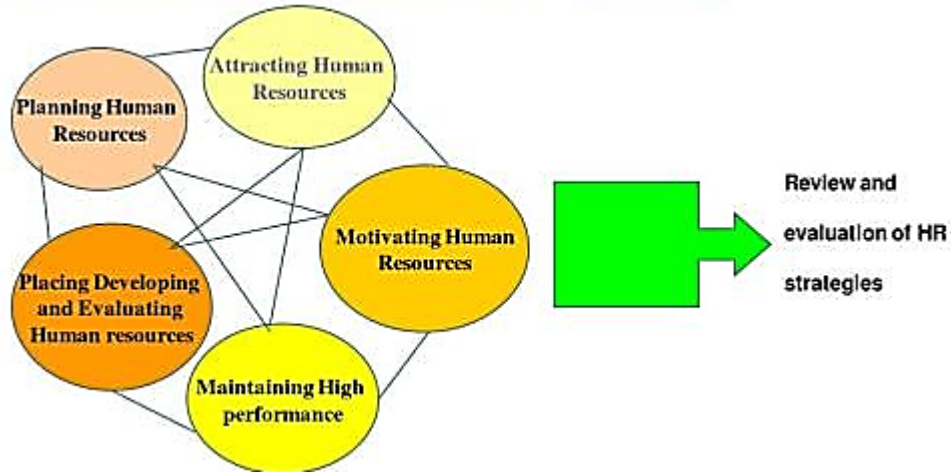


Figure 1: Corresponding organizational design process in human resource management

As shown in Figure 1 above, if the situation favors this gravity, the organization will adopt a mechanical bureaucratic configuration. The operational core exerts specialized gravity and coordinates through skill standardization to achieve horizontal and vertical two-way decentralization. If the situation is favorable to this gravity, the organization will form a professional bureaucratic structure. The middle line manager imposes a gravitational force, which is intended to divide the organization into multiple market-based units that can control their own decisions, relying on the standardization of work output to achieve coordination and achieve limited vertical decentralization, if the situation is favorable to this Gravity, there will be a division structure. The support personnel exert the collusive gravity and the coordination within the work cluster and between them are achieved through mutual adjustment to achieve selective decentralization. If the situation is conducive to synergy, the organization will adopt the configuration of the amoeba structure^[2].

2.2 Parameter design of human resources organization

For the science of human development, whether it is engineering, medicine or management, its essence lies in design. For organizational structure, design refers to the adjustment of the division of labor and coordination mechanism, which affects the operation of the entire organization. It seems that the choice and configuration of design parameters is critical to the design of the organizational structure. The organizational design consists of nine design parameters and is divided into four groups. The position design group includes three parameters: job specialization, behavior standardization, training and thought infusion. The upper structure design group includes unit parameters and unit size 2 parameters, and the horizontal contact group includes planning and control system and contact mechanism. The design group of the decision mechanism includes two parameters: vertical decentralization and horizontal decentralization. In the real enterprise management, the division of labor is first carried out through specialization, the employees are coordinated through behavioral standardization, training and indoctrination, and the design of specific positions is realized^[3].

2.3 HR organization design and environment matching

There are two hypotheses about organizational effectiveness: the coincidence hypothesis (effective organizational structure requires close matching between situational factors and design parameters) and the configuration hypothesis (effective organizational structure requires internal consistency between design parameters). On this basis, Mintzberg further proposed an extended configuration hypothesis: an effective organizational structure should be consistent with the contingency factors while the design parameters remain consistent with each other, as shown in Figure 2 below:

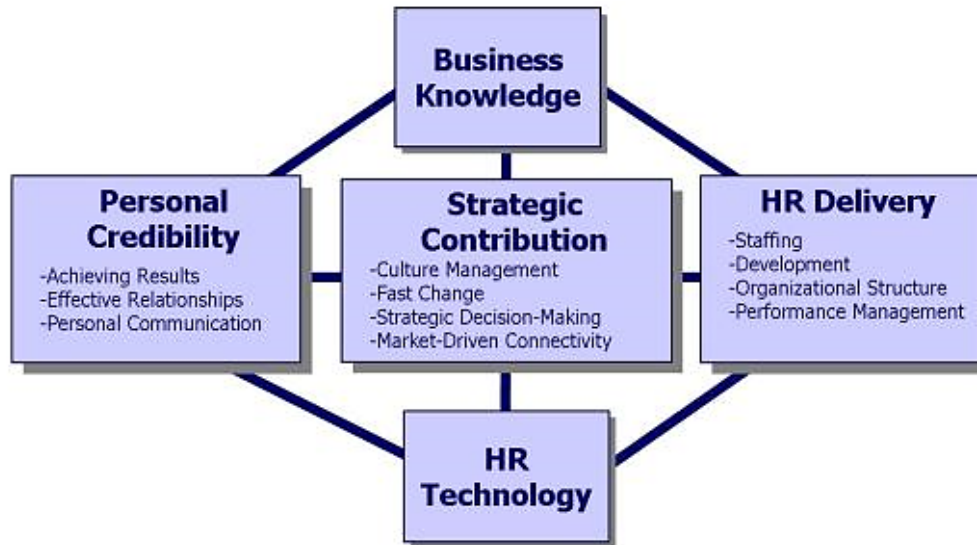


Figure 2: Human Resource Organization Design and Environmental Matching

As shown in Figure 2 above, although this extended configuration hypothesis is preferred, it is still important to consider the contextuality hypothesis. In the management of enterprises, we try to face four kinds of situational factors: age and scale, technical system, environment and power. These factors work through certain intermediate variables ^[4].

3. Beyond five organizational structures

The idea of a configuration method system can help us understand why an organization has to move from one structure to another, and how this transformation takes place. For example, as the organization matures and develops, it will move from a simple structure to a mechanical bureaucratic structure; from an innovation to a gradual stabilization, the organization will also transform from an operational amoeba structure to a professional bureaucratic structure. This kind of indication shows that the configuration system is of great significance to the organization design. By integrating the five configuration methods and configuring the system pentagon, Mintzberg achieved a return to 1. He proposed a new configuration method - mission-based configuration (socialization as the key coordination mechanism, indoctrination as the main design parameters, and ideology as the key components), in order to enlighten the organization designers to learn themselves Building a proper organizational structure, as the creation hypothesis says, “Effective structural design sometimes requires the creation of a novel configuration that can be coordinated with various design parameters and contextual factors.” Mintzberg moved to 6, and we may Going to 7 ^[5].

4. Conclusions

Organizational design is an important force driving organizational efficiency and effectiveness. It is hidden behind organizational structure and a key factor in the formation of organizational structure. Organizational design principles, organizational reorganization, organizational parameters, organizational configuration, etc. are the means to implement organizational design ideas. At present, organizational design is moving towards flexibility. Today, global economic integration and workplace diversity require us to revisit the ideas and rules of organizational design. We must pay attention to the relationship between the behavioral subject, strategic expression and core vision within the organization, and under the new historical conditions, seriously consider the organizational design issues, so as to effectively carry out organizational design, improve the management level of the enterprise, and enhance the competitive strength of the enterprise.

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