

Promoting the Exploration of Organizational Reform on Human Resource Management

SONG Yong^[a]; ZHAO Chengxiang^{[b],*}

^[a]Lecturer, Department of Economics and Management, Shanwei Polytechnic, Shanwei, China.

^[b]Jinan University, Guangzhou, China.

*Corresponding author.

Received 10 June 2017; accepted 2 August 2017

Published online 26 August 2017

Abstract

With the rapid development of industrial adjustment and economy, the shortage of talented personnel has gradually become the main factor limiting the development of enterprises, and the use of simple human resource management methods has failed to solve the problem of talented personnel management. This article summarizes the reform of human resource management during its organizational reform through the study of organizational reform related to human resource management achievements. Combining with specific cases of successful application of organizational reform and its effect on talented personnel management, the authors conclude that organizational reform is another important method to solve the current problem of human resource management in enterprises.

Key words: Organizational reform; Human resource management; Talented personnel management

Song, Y., & Zhao, C. X. (2017). Promoting the Exploration of Organizational Reform on Human Resource Management. *International Business and Management*, 15(1), 56-60. Available from: <http://www.cscanada.net/index.php/ibm/article/view/9960> DOI: <http://dx.doi.org/10.3968/9960>

1. PROMOTING THE EXPLORATION OF ORGANIZATIONAL REFORM ON HUMAN RESOURCE MANAGEMENT

Organizational reform is the most commonly used mean for enterprises to solve problems caused by changes

of business environments. It is widely used in modern enterprises management. It has solved survival and development problems for many enterprises and has been proved to be an effective means of enterprises management. Human resource management, as a dynamic factor of organizational management and work, is the most important factor. It plays an important role in the succession of organizational reform and usually has the highest priority in organizational reform. In order to ensure organizational reform go smoothly, many experts and scholars have studied human resource management within organizational reform from all aspects of human resource management and obtained numerous results on theories and applications of human resource management, making human resource management during organizational reforms more convenient. For example, Wang (2014) has pointed out that from strategic human resource management aspect, from the point of view of management functions, human resource management department is not only the executor of reform but also the planner of the reform and gradually become the implementer during the operation. Human resource management department needs to play the role of a coordinator according to the need for organizational reform to help it succeed. Yang (2014) has pointed out with respect to enterprises staff training that organizational reform will receive resisting forces from many aspects, including individuals and groups, leaders, organizational cultures and so on. Thus, strengthening the propaganda on organization reform can help make the direction and goal of the reform clearer to enterprises staff and help them understand the importance of the reform, making the reform their own idea and belief and become very supportive toward organizational reform. Cai and Feng (2010) have pointed out from the aspect of human resource management strategy that human resource, as the lead of enterprises reform, is a dynamic, special production factor playing a leading role. Its

particularity and significance require enterprises to take human resource management during the reform seriously and adopt appropriate human resource management strategies in order for them to better serve the reform. Wu et al. (2009) have pointed out from the perspective of organization leadership style that studies have shown that excellent leaders have strong adaptability and are able to adapt to changes in the organization and adjust their leadership styles accordingly. From the beginning stage to develop stage, and later to the mature stage, leadership behavior has transformed from “paternalistic” style to “transformational” style. Tu and Xie (2011) have pointed out from the perspective of preparation of organizational reform that management should design training plans for staff and provide effective help for employees’ career development according to the task and requirements of organizational reform. There are many research results of human resource management during the organizational reform, and most of them show that, from different aspects of human resource management, how to promote organizational reform through human resource management, how to carry out the reform of human resource management in order to promote the organizational reform, and how to promote a smooth organizational reform through the reform of human resource management. The existing researches have, from every macro aspects of human resource management, developed methods of human resource management which cooperates with the organizational reform. These research results on human resource management during the organizational reform not only contribute to the success of the organizational reform of many enterprises, but also provide theories and applications for future organizational reforms and make them much easier. Based on the existing research results, there is a complete management measure of human resource management for the organizational reform. Different human resource management methods are developed according to the different stages of the organizational reform. These research results can help enterprises find suitable human resource management methods during the organizational reform. Actually, from the aspect of reverse research process, if the order of the research results of the two aspects is switched, different management effects can be produced. That is, if the application of existing research results of human resource management during organizational reform is reversed, the results can help enterprises perform organizational reform corresponding to different situations of human resource management and achieve the purpose of human resource management. In another word, once the positions of organizational reform and human resource management in enterprises are switched, meaning organizational reform is in the service of human resource management, enterprises can apply the research results mentioned previously in the reverse way in order to use organizational reform

to promote human resource management and solve current problems in human resource management. This is to say that enterprises can use organizational reform management methods to promote a smooth human resource management reform and solve the human resource management problems which cannot be solved by human resource management methods.

2. PROMOTING THE APPEARANCE OF RESEARCH ON ORGANIZATIONAL REFORM OF HUMAN RESOURCE MANAGEMENT

The deepening of the national industry adjustment has driven the rapid development of technology and economy. People’s need for work and their attitudes have changed dramatically, leading tremendous changes in human resource management in enterprises. Positions of reform on human resource management and organizational reform in enterprise management are also changing accordingly. Based on research on human resource management, some experts point out the shortcomings of current studies on human resource management. In another word, the majority of experts believe that research on human resource management in organizational reform is at the macro level, and there are few studies on human resource management in organizational reform of different individual enterprises. We should expand this research and make individual cases. Coupled with the intensified nationwide shortage of employees, which initiated from the Pearl River Delta, and the intensified shortage of talented personnel among enterprises, the status of human resource management in enterprises is improved. Research on human resource management is changing as well. The existing research results fail to solve the current issues of human resource management, which has become the new subject of enterprise management. Scholars have already begun to determine the problems with the existing research results and pointed out the deficiencies of the current human resource management research in organization based on the analysis of current human resource management research results. For example, Yu and Huang (2016) have summarized the research on organizational reform and pointed out that in most of the existing researches, most of the researches on organizational reform preparation focused on the organizational level and few were at the level of individual employees. Hence, a numerous number of scholars studying the individual employees have emerged, hoping to determine the reason of failure of the current research and forming human resource management strategies, which solve the issues of human resource management in enterprises, according to each individual research institute. For example, Li (2016) has found through studies on

incenting knowledge-based employees that main factors improving our staff's motivations are: The needs of staff, plenty of resources, occupation development plan, incentive mechanism at the level of enterprises' cultures, enterprise training, equity of salary, and optimized content and structure of the pay. Shi and Han (2014) have ordered the motivating factors that play a leading role in the knowledge-based employees in the new generations: personal growth and development, salary and benefits, challenges of work, prospects of the company, quality of the leaders and so on. These factors shown by the research results, whether they were the needs of staff, plenty of resources and occupation development plan, or individual micro factors such as personal growth and development and salary and benefit, can be achieved through organizational reform. These findings also indicate that enterprises can achieve the effect of human resource management through organizational reform, satisfy the needs of staff through organizational reform in order to radically motivate employees to work hard, fundamentally change the position of employees in enterprises from enterprise management, so as to solve the issues of enterprises human resource management, especially the talented personnel management in enterprises. With the development of economy and further acceleration of industrial upgrading, the shortage of all kinds of talented personnel in China's enterprises continues to expand. Many experts and scholars of enterprises management and talented personnel management initiated organizational reform targeting directly as human resource management. For example, Liang (2016) believes that the purpose of organizational reform is that organizational reform makes essential employees become true shareholders and entrepreneurs. One of the main objective of letting employees become shareholders and entrepreneurs is to keep the employees of the enterprises. Research results obtained through studies on keeping employees by organizational reform have shown that, as the shortage of talented personnel continues to expand, it is necessary for enterprises to use organizational reform to improve talented personnel management and to achieve effective management of talented personnel in enterprises and to solve the issues of human resource management in enterprises through organizational reform. Certainly, to ensure that organizational reform will not affect enterprises management or other enterprises reforms during the process of promoting human resource management, some experts have begun to study the relationship between human resource management and organizational reform. For example, Zhao (2010) has concluded in the *Research on Human Resource Management during Organizational Reform* that current research mainly focused on improving employees' psychological status, reshaping organizational culture, strengthening macro and micro human resource management and so on. These measures have helped

promote organizational reforms. The research results show that during the process of organizational reform promoting human resource management, the ability of enterprise human resource management is improved through the improvement of human resource management by organizational reform, and it will better motivate other aspects of organizational reform in enterprises. These results indicate that not only issues of human resource management in enterprises can be solved by organizational reform, but also the ability of enterprise human resource management can be improved. In additions, the improvement of human resource management can better promote organizational reform management.

3. RESEARCH ON ORGANIZATIONAL REFORM MANAGEMENT THAT PROMOTES HUMAN RESOURCE MANAGEMENT BY CASES

Human resource management is the daily work of enterprises. Organizational reform is the process in which enterprises adjust their own abilities. On this point, it is impossible to use organization reform to manage human resources daily. To promote human resource management through organization reform, it requires to manage strategic pattern of human resource base on reality of the enterprise, and to achieve strategic goal of human resource management through organization reform. This requires human resources management must be in accordance with certain objectives and requirements of organizational reform. It demands to promote human resource management through organization reform, solving crucial issues of human resource management. Now we use two detailed cases of enterprises utilizing organization reform to introduce the process of enterprises achieving human resource management goal through organization reform.

(a) Professional and technical personnel integrated organization reform management. Recently, although the profits of electronics companies continue to decline, the competition of technical talents among companies is aggravating, leading to many products quality issues caused by changes in technical personnel. Through analysis of talent management information, an electronic company anticipated that the number of professional and technical personnel in electronic companies would be more deficient due to talent competition among companies. In addition, most of the technical personnel in the company were at low position in company organizational structure, which lead to limited development space for technical talents. Comparing with similar companies, both status and rank of technicians in the company were not competitive. Once technical talents deficiency is enlarged due to competition, the company

will be impossible to compete with other companies due to organizational structure. As a result, the company reformed organizational structure to change organizational status of technicians, transforming technical personnel organization which was decentralized and managed by product category to technical center under the unified management of the head company. It changed the status of technicians from the normal position of branched company to crucial technical position under management of the head company. Of course, since the highest rank of the head of the technical department is also raised from the director of branched company to technical general manager, the rank change of the head equals to 4 ranks. Meanwhile, technical personnel also have development space of 4 ranks. More importantly, the technical department has greater autonomy in resource allocation. The salary of technicians also has enlarged room for improvement. Through one year of operation after organization reform, technicians' salary of the company had been greatly increased salary, actually effecting the competition of technical talents.

(b) Organization reform management on number of position of the technical director. A developing hardware company reserved a certain number of technical directors, who were core technical personnel of the company, for development. However, recently, the competition among hardware companies was fierce, which delayed development of the company. As the experience growing, the reserved technical directors also had the capacity of directing. The technical size of the company limited the number of director positions, which was unable to provide corresponding director positions. If director position was not provided in a short period of time, those reserved technical directors would have the possibility of leaving due to external talent competition. Once those technicians leave, it not only affects technical works of the company, but also provides more competitive technicians to competitors. Hence the company has to keep those core technicians. Thus through discussion in business management conference, it was decided to form small groups by administrators of departments in the company, increasing technical management positions through reform of organizational structure. After researched and analyzed organizational structure of technical department in the company, it was decided to reform technical department into flat structure, which is popular currently. By increasing technical directors through reforming organizational structure of technical department, the technical risk of talent leaving, which is resulted from lacking of director position for reserved technical talents, is solved. In fact, this company just reformed the organizational structure, which is based on three major markets as technical unit, into the structure based on five product categories as technical units. Hence the technical directors were increased from three to five. The potential human resource management

issue of talent- leaving was solved through successful organizational reform in technical department. In addition, it also provided position development incentives for other technicians in the company. These two cases are aimed at the micro-human resource management of the upcoming talent management in enterprises, successfully solving the problem of talent management in enterprises through organizational reform. The former case raised the ranks and positions of technicians in the company to an unprecedented level, providing higher salaries, adequate technical research resources and greater career development space which meet today's technician's incentive requirements and promote human resource management through organizational reform. The organizational reform in the latter case is relatively simple. The organization reform was processed in the technical department. Although there may not be a complete reform, to a certain extent, it solved the problem of leaving technicians. These two cases illustrate that the corresponding organization reform management can be designed based on the specific needs of human resource management of enterprises. The scope and intensity of organization reform should be decided by human resource management. The design and implementation of organization reform are based on human resource management requirements in order to solve human resource management issues through organization reform. Through further analysis of the two case, we find that, as solving human resource management issue through organization reform, both of them used the existing research results of human resource management related to organization reform. They only reversely utilized the results of human resource management research that promoted organization reform. They applied human resource management process methods in organization reform to organization reform method, solving the management issue of technicians in the companies. Due to the emergence of human resources management issues in talent management, enterprises are forced to solve the problems with organization reform. The results of human resources management research that promotes organization reform are transformed into organization reform behaviors that promote human resources management services, achieving effective human resource management through organization reform. The two successful cases of organization reform illustrate that organizational change and human resource management are mutually reinforced, and that enterprises can promote human resource management through organization reform.

SUMMARY

Through analysis on cases of organization reform-leaded successful human resource management, though

those cases were individual examples of combination of organization and human resources management, it fully demonstrates that organization is able to promote human resources management. In addition, enterprise is possible to design organization reform, which satisfies the needs of human resource management, and to reach effect of human resource management through method of organization reform. Of course, due to individual difference, which results change of individual demand in the same group, talent management and human resource micro-management have a lot of difference in management. In order to fully utilize organization reform for human resources management, it needs to research lots of new contents, current research results, as well as human resources micro-management. Currently, in condition of lacking of talents and accelerated talents flow, developing new enterprise management method, which promotes human resources management, reduces talent flow, and increases development of technical talents for enterprises, letting talents serve enterprise better and technical talents do more technical works for the society, are new directions of research on human resources management. The detailed enterprise case suggests that it is possible to utilize function of organization reform to change the work of human resource management. It is also an effective method which utilizes organization reform to accommodate enterprise to environmental change of human resources management. Organization reform needs cooperation of human resource management. According to analysis above, organization reform and human resource management are two enterprise management methods that are able to promote each other mutually. Human resource management promotes organization reform and *vice versa*. A well-developed human resource management facilitates the processing of organization reform. A well-developed organization reform will promote the development of human resource management. Organization reform and human resource management are two aspects which mutually support each other in a cycling system. The enterprise management needs continuous cycling forward,

which is necessary for essential improvement of the two aspects. Utilizing organization reform to promote human resource management is a crucial step. It is an innovation of human resource management in the enterprise, as well as a management method in the enterprise that promotes organization reform.

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