

Original Frame of Organizational Model from the Chinese Traditional Philosophy

ZHANG Jing-xiao

(Institute of Construction Economy and Management, Xi'an University of Architecture & Technology, Xi'an 710055, China)

Abstract: In this paper, the studies show that the framework of the original organizational models based on the philosophy view is constructed. The driving forces are also expatiated in the paper. Matching with the time and space in which the organization exists, fitted with the extra environment, making the organization take effect and properly controlling the important potential factors for the organizations further are the four driving forces development. The supporting pillars are cooperation in the competition, communication, negotiation and proper equal culture environment. At last, the researches point out that organization is a process, while organizational model is only a tool for us to realize the world.

Key words: organization model; management philosophy; fixed structure; flexible structure; traditional culture

1. Introduction

In the last relative paper, the results show that there are two hypotheses for the original organizational model, the fixed structure and the flexible structure of organizations. Suppose that “the fixed organization pattern” is realizing “the flexible pattern” diligently, according to the hypothesis with the present each kind of organization, we should take the ideal reference and may see them from the above two kinds of organization pattern characteristic to exist alternately, namely in the organization pattern where “the fixed organization pattern” and “the flexible organization pattern” exist. Therefore, “the fixed organization pattern” and “the flexible organization pattern” should be taken as the two relative systems, this to say, high-point organization pattern. However, what is the type pattern which the organization needs to match? What’s the driving force? And what is the change mechanism between the fixed and flexible organization pattern? These are the objectives of the following studies.

2. Driving Forces

Matching with the time and space in which the organization exists, fitted with the extra environment, making the organization’s energy bring into play and properly controlling the important potential factors for the organizations further are the four driving forces development.

2.1 Matching with the time and space in which the organization exists

As to the above first driving force, space matching with time may provide the direction and the mission for organization’s survival. It could be explained by the following historical material. The organization pattern will mainly have experienced two transformations. The first, during 1895-1905, separated the management authority

ZHANG Jing-xiao, Ph.D. candidate of Institute of Construction Economy and Management, Xi'an University of Architecture & Technology; research fields: construction economics, project management.

from the property rights, took management work and duty as one's own authority, founded by Germany's Siemens. Morgan, Carnegie and Rockefeller started to imitate in the railroad and the large-scale industrial reconstruction. The second, in 1920s, modern enterprise groups started to carry on reorganizes their family firms and most of them established the "order and control organization" model. This stage emphasized on the decentralized management, the centralized service and management, the holistic budget and the control mechanism, as well as the policy operation. Now, in the third stage, it transits to the knowledge and expert-like organization based on information. It could be seen that the frame of the organization had a close relationship with the people's knowledge level in each stage. The transformation foundation of organization pattern lies in satisfying the development of productivity.

2.2 Fitted with the extra environment

With regard to the second factor, until now, organization theory believed that the traditional organization pattern is the closed pattern which isolates from environment. But that is not true. If the traditional organization pattern is closed, how does it carry on transformation? Without the external factors impetus, only depending on the internal self-adaptation, each kind of procedure emphasizing on external environment is retrograde.

In the process of the organization and the organization pattern suiting environment, the organization has the initiative activity to accept the environment influence and can revise the environment according to the organization needs. The organization pattern is the tool organization uses to realize the existence. Therefore, only the organization pattern is mutually suitable with the environment, which can serve for organization's existence.

The relation between organization and environment may use Figure 1 to show.

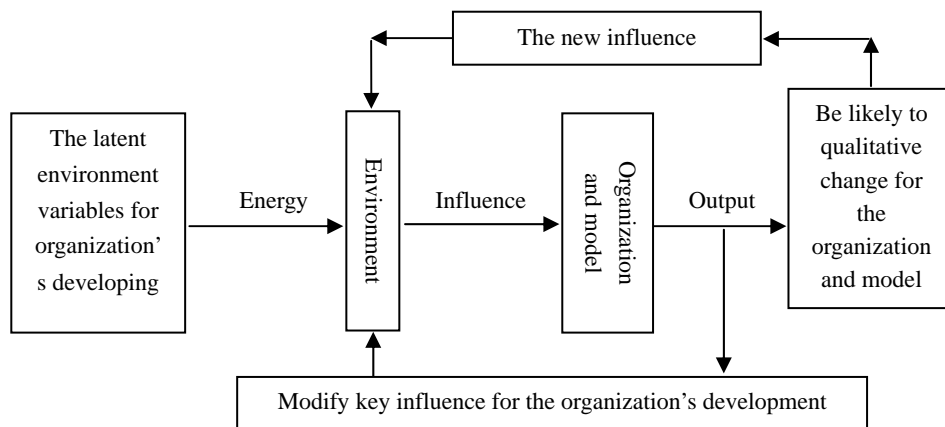


Figure 1 The relationship between the organization and environment

In Figure 1, the development latent variable provides the energy to environment variable affecting the organization pattern which possibly occur the qualitative change to produce the new organization pattern. In proceeding of the qualitative change of the organization pattern, it had the feedback to the environment variable, and environment variable accepted the feedback information in turns to influence organization pattern which possibly has qualitative change. The development latent environment variable unceasingly provides the energy for this feedback system and the interaction between the organization pattern and the environment variable makes the feedback system grow continually.

2.3 Making the organization's energy take effect

About organization's definition, from the different angle, various schools of thought have obtained the

corresponding concepts, but there is no recognition until now. Many management scholars desire to establish a unified concept. Some early contributors like Taylor and Fayol, regarded organization as an integrated system revolved the characters and functions, which united some positions and departments. Barnard thought the organization were the systems which coordinated consciously two or two above person's activities or the strength performance. Robins had given ten items of organization's concept. From the management supposition mentioned above, we may see human's factor is essential and indispensable to the organization and pattern. The initiative activity of organization pattern comes from human's subjective initiative; the adaptability between organization pattern and the environment mainly manifests in human taking advantage of the environment factor in organization. In organization, activity entity exist two kinds of type: individual and group. The recent researchers believe that in the traditional organization pattern (or is called mechanical organization), the initiative activity entity is the individual, but the organization pattern at present should be established based on the team pattern and abandon tradition thought. The organization pattern consists of "the rigid organization pattern" and "the elastic tissue pattern", and these two kinds of initiative activity entities need to be mutually existence, supplement and affect. The individual may play an important role which the association can't play, for instance, in the sole straight line system, and policy formulation depends on its leader's experience and feeling in the critical moment.

2.4 Properly controlling the important potential factors for the organization's further development

Some potential factors may change into the key influential factor for satisfying the organization existence with the variety of time and space. It should be ascertained through observing the developing state of the organization and circumstance. We should develop the useful and discard the useless to the influential factors.

From what we have been discussed, the organization model is sustainable development and changeable, that is to say, there is no fixed universal organization model. From the view point of the phase of program lifecycle, Larson and Gobeli argued that there was no the best way to organize the team in the different phase of the program lifecycle unless the hierarchical matrix was less efficiency than the virile leadership^[1-2]. At the same time, Woodward's research confirmed the technology influenced the organization and there was no sole and universal organization model^[3].

3. The Mechanism of the Original Organization Model

The four main influential factors of the organization change have been discussed, and the strengths of influencing on the change of the organization model are labeled as driving force. So, there are four corresponding driving forces. According to this theory, the new organization model is constructed as the following Figure 2.

In Figure 2, the flexible structure abstracted from the new organization model is showed by a circle. In the middle of the circle, there is another smaller circle, which is used to express the mutual trust point and emphasize the important status of the mutual trust in the advanced organization model.

While the fixed structure abstracted from the traditional organization model is also showed by a circle. In the middle of the circle, there is also another smaller circle, which is used to express the leverage point and emphasize the important status of the leverage in the traditional organization model. The hierarchy of the fixed organization model is the foundation to realize the other characteristics, and the leverage will make the stabilization of the hierarchy come true.

The fixed organization model and the flexible organization model may carry through the concurrent and reverse movement. The superposition between the concurrent and the reverse is the birthplace of the new

organization model. In the new organization model, the proportion of fixed model and flexible model is changing dynamically, but the function of the mutual trust point and the leverage point will not disappear. To some degree, the mutual trust point and the leverage will be in a new equipollence state.

In the outside, the driving force which is caused by the four main influential factors make two different organizational model reciprocal transformations come true. The supporting pillars in the constructed organization model are cooperation in the competition, communication, negotiation and proper equal culture environment. Cooperation in the competition emphasizes the interests of the copartner as well as that of the single. Communication provides an information circulation between the interests of copartner and single, which retrenches the clash of interest by the greatest degree. Negotiation gives an access to a platform which is used to resolve the conflict between the copartner and single, and guarantees the close interrelation. The goal of proper equal culture environment is to fuzzy control the hierarchy of the organization, and takes the flatted action to the organization.

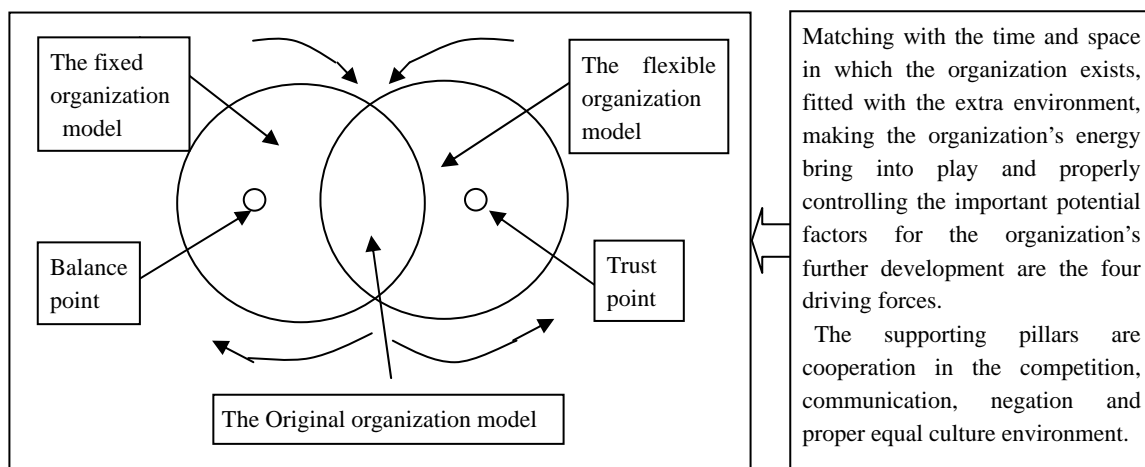


Figure 2 The organization model of the philosophy

Figure 2 shows that the hypothesis of the organization model could be expressed as follows: the fixed organization model and the flexible organization model are both on the movement, and they are being for each other, influenced by each other, transformation into each other, at last they are harmonious symbol. Under the different conditions, in the fixed part and the flexible part of the new organizational model, in order to satisfy the needs of the organization, a change in quantity is necessary. In the fixed part, it should pursuit the most creativity based on the balance system; in the flexible part, the organizational model should be based on the trust system to seek the most creativity. The philosophy in the new organizational model is that the change in the new organization model is eternity, while the stillness is relative; temporary balance is necessary, and disequilibrium is for ever being; organization and its model are being for each other and influenced by each other. The new organization model will realize development based on the combination of the balance point of the fixed organization model and the trust point of the flexible organization model. The significance of the framework of the new organization model contributes to the sustainable development and the most creativity of the extra and inner influence factors from the organization.

4. Conclusion

(1) Organization is a process, while organizational model is only a tool for us to realize the world.

(2) The new organization model comes into being in the superposition of the fixed organization structure and the flexible organization structure, and it has four driving forces and four supporting pillars. The driving forces and supporting pillars of the framework are also expatiated in the paper. Matching with the time and space in which the organization exists, fitted with the extra environment, making the organization take effect and properly controlling the important potential factors for the organization's further are the four driving forces development. The supporting pillars are cooperation in the competition, communication, negotiation and proper equal culture environment.

References:

[1] Larson, E. W. and Gobeli, D. H.. Project Management Structure: Is There a Common Language? *Project Management Journal*, 1985(7): 112-123.

[2] Larson, E. W. and Gobeli, D. H.. Organizing for Product Development Projects. *Journal of Product Innovation Management*, 1988(5): 88-102.

[3] YAN, H. F. and WANG, D. X.. *Modern Organization Theory and Initiative*. Beijing: Post & Telecom Press, 2003.

(Edited by Gavin Dai and Jimmy Wang)