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## Evaluation of Theoretical Path of Organisation Design and Development and the Relationship with Human resources

### Introduction

Organisations operate in fluid environments that persistently threatens their going concern and ability to compete, hence the need to now and again align their various organisational elements including structure (Anderson, 2017). The alignment process is done through organisation design and organisation development (Holbeche, 2017). Organisation design's focus is on organisation structures, processes and policies whilst organisation development focus is on humanistic and business needs of the organisation, hence the two concepts compliment each other (Cheung-Judge and Holbeche, 2015). These two concepts are often confused with human resources development whose focus is promoting employee growth to achieve the goals of an organisation (Bevoc, 2016). However, despite their seemingly different focuses, the three concepts compliment each other to build organisation effectiveness (Burton et al, 2015).


The purpose of this article is to present a critical analysis and evaluation of theoretical path that organisation design and development including its relationship with human resources has taken to date. The second part with

provide a synthesise of the processes and systems that help to maintain effective organisational structure and relationships highlighting the value and contribution to organisational life. The assignment will conclude that, organisation design and development and human resources are key to the effectiveness of any organisation.

### Theoretical Path of Organisation Design and Development and its Relationship with Human Resources

The demarcation between organisation design and development approaches remains blurred due to theoretical developments that developed over the years (CIPD, 2017). Early organisational theories focused on structures, systems and policies with little concern on soft organisation issues such as human behaviour and attitudes (McShane and Glinow, 2017). Max Weber the father of bureaucratic approach believed that foundations of effective organisation were robust hierachical structures (Daft, 2015). Scientific management, the brain child of Frederick Taylor laid principles of management with strong emphasis of achieving organisational efficiency at the expense of soft organisational issues (Daft, 2015). However over the years post Weber and Taylor, researchers realised that, organisational processes and structures alone were not enough to create organisational effectiveness and efficiency. There was realisation that

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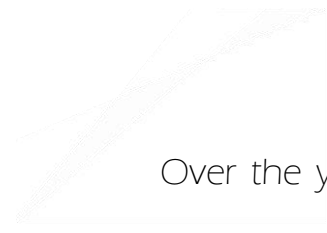


employee motivation and behaviour were critical to understanding how teams can be managed and optimised to deliver best results (Bevoc, 2016). For example during the 1960s the importance of monitoring external environment changes led to to a paradigm shift towards acknowledgement of the importance of organisational culture and people. This means that organisational design and development is an old field which has been deeply researched over the century to establish the best environment that yields best employee results. Various theories have been put forward to provide the ideal framework.

The contingency theory which progresses the idea that while working and managing individuals in an organisational setting, there is no best way to manage them presents a major framework for organisational design. (Cichoki and Irwin, 2014). It advances an argument that, the course of action that needs to be taken should always be guided by internal and external forces (Stanford, 2014). Contingent leadership is based on emerging issues meaning that, internal and external pressures are addressed as they emerge to ensure that tension in the organisation is reduced at all times (Anderson, 2017). The contingency approach path guided the need to establish an effective leadership theory especially in human resource where it can be easy to manage teams and sustain great productivity (McShane and Glinow, 2017). In line with the contingency

theory, the leader or manager should establish the environment that works best for the employees (Daft, 2017). In practice managers try strategies which have not been tested before. Contingency and choice are intertwined in organisational design and development.


The organisational development theory is one of the oldest theories and it uses feedback to understand employee satisfaction and then device important changes in accordance with the current demands (McShane and Glinow, 2017). Organisational climate which is defined as the unique nature or personality of an organisation is a key concept (Daft, 2015). Organisation's are unique in their own way as defined by the culture developed and how employees related with each other and with the management. Other components in organisational development theory include organisational culture and organisational strategies. During times of change organisational development theory defines how the team should be made ready to ensure smooth transition (Anderson, 2017). Even earlier theorists such as Lewin believed that, these components are important as they to ensure that a given team is working towards achieving the goals desired organisational goals (Cichoki and Irwin, 2014).



Over the years theories have evolved to include other ideas such as change management and how to ensure that transition is not disruptive. Organisational readiness for change is a multifaceted construct that is deeply anchored in organisational design and development (Weiner, 2009). It is the onus of organisational leadership to create a team that is highly dynamic and ready to accept and adopt new challenges in a workplace even if the means shifting from the norm and engaging a totally new approach in production or in-service delivery (Noe et al, 2017).

### Maintaining Effective Organisational Structures and Relationships

Creating an ideal and balanced relationship between organisation design, organisation development and human resources is critical to the creation of an effective organisation (Holbeche, 2017). Whilst healthy organisational structures enable employees to focus on production, unless there are supporting organisational development interventional activities and human resources systems not much can be achieved (Daft, 2015). As a result there has been a paradigm shift from solely working towards organisational success to adoption of a new model that also works towards meeting the needs of the employees (Beardwell and Thompsob, 2017). Most organisations have adopted models where employees can develop their skills and grow which is the focus of human



resources hence in big and successful such as Google, individual development is highly respected. In such companies, employees are allowed to have their own time and work on ideas they have which cannot be directly implemented in the workplace (Daft, 2015). For instance, Gmail was developed by a Google employee while working out of work. However it is important to highlight that such a work culture is normally found in organisations where there is a good relationship between organisation design, development and human resources.

Both organisation design, development and human resources are critical to to employees ability to adapt to a dynamic global marketplace and work with the available resources to compete with organisations which have abundance in terms of resources (Holbeche, 2017). This introduces the concept of organisational adaptation, a theoretical framework that tries to establish how organisations define their product-market domains in terms of strategy and develop working mechanisms to work with the selected strategies (Hill etal, 2015). In most organisations, human resources play a strategic partnership role by helping to position employees strategically so that they can become productive and deliver expected results with the available resources (Beardwell and Thompson, 2017). Organisations are defined by boundaries set by the management and overtime develop an organisational culture ideal for delivering

the required results (McShane and Glinow, 2017). It is the desire of any organisation to develop a culture supportive of highly productive teams anchored on values such as honesty, transparency and hard work (Noe et al, 2017). Whilst the organisation design and development can be ideal, lack of appropriate human resources systems can have a negative impact on desired outcomes. The role of human resources is to ensure that, the organisation's culture facilitates change as businesses have facing challenges from ever changing information and new techniques (Noe et al, 2017). Organisations which shot up to great success in the wake of the new millennium were the ones that quickly adapted to the changing global needs and the increased need improved information processing and communication (Holbeche, 2016). Information technology has greatly changed how organisations work in the 21<sup>st</sup> century as flow of information plays the greatest role in organisational life (Anderson, 2017). Companies are nowadays driven by information systems which ensure that information flows effectively horizontally and vertically.

Various steps can be used to develop a culture that is fit for purpose and promotes organisational effectiveness. Determining the type of leadership and governance ideal for any organisation is critical. According to Yukl (2010), transformational type of leadership which enhances employee performance bringing about incremental development on employees is critical in shaping



relationship quality and change in an organisation. According to Daft (2015), a transformational leadership model facilitates easy, employees and management interaction, vertical and horizontal information flows between management and employees as well between employees respectively. As increased trust develops as management's emphasis is on relationships and how they can be utilised to boost performance in the organisation (Cheung- Judge and Holbeche, 2015). Transformational leadership supports delegation of duties hence not only creating trust among the team but providing a platform where future leaders can be nurtured (Daft, 2015). Setting up rules and how formal and informal set ups will be working within the group is important for effectiveness in any organisation.. For example, the configural theory describes how organisations work and how the structure can be developed by setting rules and making the team members abide by them (Crawford & LePine, 2012). In an organisational setting, it is important to set boundaries and ensure that employees take the work seriously.

## Conclusion

Whilst organisation design, organisation development and human resources are different concepts, they are both critical to the success of any organisation. If the structure of an organisation is not fit for purpose, any organisation development interventiion mean to improve organisational effectiveness will not yield the

desired results (Anderson, 2017). It is equally true that, the role of human resources in identifying and developing employees with the right attributes that support the ideals of an organisation is critical to the success of any organisation (Noe et al, 2017). It is therefore important to conclude that, organisational effectiveness can only be realised and sustainable if both concepts are properly aligned.

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