Research on performance feedback path under the influence of organizational restructuring

Lili Liu
Zhejiang Gongshang University Hangzhou College of Commerce, 311500, Hangzhou, China

Abstract. In diverse and changing environments, organizations often need to reorganize their teams in order to adapt to market changes, improve performance and promote innovation. Team restructuring involves the merging, realignment, or reorganization of different departments or teams, usually accompanied by reassignment of personnel, changes in roles, and new job requirements. The innovation and organizational theory literatures argue that implementing radical innovation can be facilitated or hindered by the organization's structural design (Abraham Y Nahm, 2003), a process in which the integration of elements and performance feedback become crucial factors that affect the success of the team and employee satisfaction. Team success and employee satisfaction. Specialization, formalization, informal social relations and link mechanisms have positive significant effects on innovation capability (Mohammad Iranmanesh, 2021) The purpose of this paper is to analyze the feedback paths of factor integration and performance outputs of reorganized teams in the hope of providing a multifactorial theoretical support for reorganized teams and finding positive feedbacks of performance outputs.

Keywords: Team reorganization; integration; performance feedback.

1 Organizational restructuring task analysis

1.1 Integration of team organization systems

The functioning of a team is carried out through a network of organizations in accordance with certain rules and regulations under the conditions of interconnection and mutual constraints. The effect of exogenous changes in the environment (market prices, costs, or regulations) on organizations can be partitioned into the immediate direct effect of the change and the full effect after organizational structure has had time to adjust (Stephen J. K. Kennedy). The effect of exogenous changes in the environment (market prices, costs, or regulations) on organizations can be partitioned into the immediate direct effect of the change and the full effect after organizational structure has had time to adjust (Stephen J. DeCanio, 2000).

1.1.1 Adjustment of organizational structure to form a new type of organizational system.

Because the team itself has expansive characteristics, therefore, institutional adjustment to achieve the following goals to form an openness and self-discipline organic unity of the organizational system, so that the integration of the organization's factors of production, resources in the organization of a more comfortable, efficient combination of team expansion and contraction to have the flexibility to adapt to changes in the external environment can form a smooth internal material, personnel, funds and information flow of the organization. The network structure of inter-agency responsibilities and rights are clearly defined, both mutual cooperation and mutual constraints of the organization is streamlined and efficient, without redundancy and duplication. Therefore, the main adjustments to the organizational structure include:

a. Adjustments to the increase or decrease in the number of agencies and departments within the organization, the increase or decrease in their powers, and the distribution and matching of their work;
b. Adjustments to the horizontal linkage and vertical communication between agencies and departments. In the adjustment of the organization, the team's institutional integration should be based on the principle of flexibility and management range to make corresponding changes.
1.1.2 Integration and harmonization of management systems.

In order to facilitate communication and more effective organization and control, teams generally transplant their own good systems to the entire final team during the transition and integration stage, but try to maintain the stability and continuity of the system. Management system integration involves all aspects of the organization, the important ones are payroll system, personnel, equipment, materials and management system. An effective management system is a powerful way to add value to the team.

1.2 Integration of team human resources

People in a team are the main body, only the full play of the entire coordination of personnel, in order to produce higher performance synergy, the integration of human resources in the team is multidimensional, including the integration of complementary human capabilities, the integration of concepts, individual performance and team performance of the discriminatory measurement, etc., are to promote the organizational performance of the deeper issues must be taken into account. has found that a number of organizational and individual factors are antecedents of OCC and have consequences for organizational outcomes (Elisabeth Supriharyanti, 2023). The integration of human resources is an important input factor in the mechanism of team operation, the purpose of team human resources integration is to select appropriate team members according to the characteristics of the team's tasks and to conduct a competency analysis, if the team is relatively stable still need to do the nature of the team analysis and member identification, which not only requires that the members of the team in terms of skills and knowledge of a complementary relationship, but also other aspects of the composition of the team such as members of the psychological and behavioral differences will greatly affect the team's performance. Other aspects of the composition, such as the psychological and behavioral differences of the members, can also greatly affect the team's performance level. A more stable organic combination can accelerate the integration of team members, avoid unnecessary conflicts, and form a unified team perception, which is more conducive to the construction and development of the team.

2 Team culture integration

Team culture, has a strong personality, each other show great differences. This difference is manifested in three levels, namely, the differences in the background of the region, the differences in the cultural style of the team's own members, as well as the differences in the cultural quality of individual employees. Cultural differences are important and complicated variables for teams. Knowledge sharing and team emotional intelligence influence team working (Samia Jamshed, 2019) Teams formed after organizational change are bound to bring about conflicts in business ideas, values, work styles, management systems, and other aspects, and may, at a certain period of time, the existence of two relatively independent interest groups with different values, the two sides have a conflict of interest, and the source of these conflicts is the conflict of organizational culture. Its impact is all-encompassing and all-encompassing. Conflict of spiritual cultures

Spiritual culture, is a team values, concepts and philosophies of thinking and other ideological sum, it is the core of the organizational culture. Especially for the staff to identify, accept, line into the new team's respective subjective awareness of the impact or denial, the staff's spiritual pillar shaken, or even completely collapsed, and therefore will feel lost and confused. In this way, the team's original two cultures will resist each other, exclusion.

2.1 Material culture conflict

The team's material culture is often embodied in physical form, such as courses, products and ideas, and team leaders have to re-strategize and develop new strategies, thus causing conflict between the old and the new material culture. Because the team culture exists in the form of a value concept, it is often more difficult to change it than to adjust it to purely material interests, and thus has uncertainty. It is capital, manpower, material equipment and other elements of the composition of the organism, and all living organisms, with the immune function, external stimuli, with a kind of innate rejection. Therefore, when members of the team into each other's new culture, the original organizational culture of foreign culture and cultural reform, has a very strong exclusion and confrontation, and the greater the pressure of foreign forced, the greater the reaction force. If the new and old cultures do not integrate well, there will be a great deal of internal friction.

2.2 Behavioral Culture Clash

Behavioral culture is not only an external form of culture, but also a dynamic embodiment of the organization's spirit and interpersonal relationships, which is reflected in the team's management, competitive services, quality control, talent selection and other behaviors. After organizational restructuring, the behavioral patterns of employees are bound to be very different due to the differences in cultural backgrounds, and these differences in details also promote employees' psychological anxiety.

3 Organize team integration processes and performance feedback paths

Organizational team integration processes and performance feedback paths help to ensure that collaboration, communication, and performance management among team members can be effective (shown in figure 1) . In this paper, we start from identifying the team's operational guidelines, defining roles and responsibilities, conflict integration, and
improving processes, which are the main team fitting behaviors, and extract the processes supported with specific behavioral paradigms in order to try to derive the operational model of the performance path through the analysis of the key elements.

![Team performance feedback model](https://doi.org/10.1051/shsconf/202418102036)

**Fig. 1. Team performance feedback model**

### 3.1 Requirements and Task Analysis

The purpose of this process is to define the tasks of the knowledge team. A clear team mission is a prerequisite for good team performance, and mission goals will clarify the scope of the team's work and performance standards, which cannot be denied because of the risky nature of the knowledge team's operations and the dynamic nature of the goals. Our goal here is the knowledge team's course of action to satisfy its stakeholders. The process is based on a performance contract between the knowledge team and external stakeholders. It is primarily about the results expected from each other, including goals and timeframes for achieving them, resources invested, criteria for performance evaluation, and rewards and penalties for results. The performance contract is signed on the basis of mutual agreement on the psychological expectations.

### 3.2 Competency Analysis

In the process of selecting and deploying knowledge team members, the selection and quality assessment of team members is crucial. The latest exploration of human resources research is the use of competency modeling approach to staffing. It can predict whether a person will be able to do a certain job in the future. The purpose of applying the model to the performance management process of a knowledge team is to identify the competencies and expertise of the knowledge worker to meet the needs of the team's mission. The process includes identifying the knowledge, skills, and other human resources required for the operation of the knowledge team, communicating with external stakeholders to identify candidate resources, etc., and selecting the right people to join the team at the beginning of the project operation through competency analysis.

Competency analysis can improve the overall performance of a system by integrating the competencies of each team member and the functions of each team process. Because of the information asymmetry in the management of knowledge workers, competency integration emphasizes the allocation of team members to the most suitable processes, weakens the conflict between members and the system, and forms a dynamic and close integration through the conclusion of interactive, interconnected, and complementary relationships between the team and each process. This includes identifying the relationships between processes, identifying the links between processes and activities, and establishing an organizational structure that integrates adaptive capabilities.

### 3.3 Identify Skills

After completing the competency analysis, resources are matched with the right people to form high-performance knowledge teams. And on the knowledge team operation requires non-human resources and relevant external stakeholders to sign a performance contract. The process includes activities such as coordinating workload and resource balancing, recruiting, and staffing.

### 3.4 Environment Building

Knowledge teams are a combination of various elements, and the performance of knowledge teams is largely determined by the degree of coordination of the system. In the process of knowledge team operation, identify the knowledge team and its members in order to fulfill its commitment to the physical and psychological environment necessary to identify factors that may reduce the efficiency of the knowledge team and make adjustments. For the characteristics of knowledge workers, the process mainly includes the following activities to establish the psychological contract of the knowledge team, to enhance collective cohesion, to establish mutual trust mechanisms, to establish communication and coordination mechanisms, to coordinate each other's work in a timely manner to replace those objects that can reduce the effectiveness of the work. The process is also accomplished by signing performance contracts with stakeholders.

### 4 Conclusion

The purpose of the process is to evaluate the performance of the knowledge team and, based on that, to reward the stakeholders. The starting point of performance evaluation is to define what the knowledge team and its stakeholders are committed to accomplish, then to address issues that affect performance improvement through continuous feedback on processes and people's behaviors, and finally to identify true performance, supported by statistical data. It should be emphasized here that performance evaluation is based on the psychological expectations of the stakeholders as a starting point for the examination of the state of the operational process and output of the knowledge team, not just the team's results. The purpose of the evaluation
is to improve the deviation of the system operation and improve the performance of the knowledge team, not just as a criterion for salary adjustment, promotion, and so on. The author's identity, the reward should be focused on the recognition of the values of the knowledge worker.

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