

Locomotive Repair Enterprise Labor Organization Structure Change and Next Trend of Development

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Abstract. This article introduced through the example the locomotive repair enterprise near for 40 year labor organization structure vicissitude, the basis labor organization structure change correlation theories, analyzes the locomotive repair enterprise for to be supposed the labor organization structure adjustment successional variation process which carries on unceasingly to each kind of survival environmental variation, and will in advance sentence the locomotive repair enterprise labor organization structure adjustment according to our country manufacturing industry next development direction the trend of development.

Keywords: The locomotive repair enterprise, labor organization structure, change, trend of development.

1. Introduction

China railroad locomotive repairs the pattern making type to guard against revisionism in advance for the plan, small auxiliary repairs from the locomotive service section, repairs the locomotive repair enterprise the overhaul graduation development; The locomotive repair enterprise is the railroad locomotive service system important constituent, undertakes the railroad locomotive to repair the service high-level, to guarantee our country railway transportation carries on the vital role normally. From 1980s until now, the locomotive repair enterprise's labor organization structure in the gradual occurrence change, each time change all is the enterprise for the adaptation change survival environment, like national policy, profession policy change as well as enterprise product reforming promotion and so on; The enterprise needs to survive, not only must adapt exterior survival environment change, moreover must have the goodforesightedness. Vehicle Luoyang Locomotive Limited company took the Chinese biggest locomotive repair enterprise, the near for 40 year labor organization structure gradual change has the strong representation, this article take this company labor organization structure change process as the source material, carries on the analysis and the trend of development to the locomotive repair enterprise's labor organization structure change sentences in advance.

2. Enterprise Labor Organization Structure Change Theory

The ultimate goal of the enterprise is to maximize profits, and the ultimate goal of modern enterprises is not only to maximize economic benefits, but also to achieve social benefits and social responsibility, which requires enterprises in strategic planning, management, technology development, production organization. As well as human resources management and other aspects of overall planning, and constantly improve the capacity and efficiency of various departments, and the rational allocation of labor organization structure is the basis for achieving the goal of improving labor efficiency and efficiency.

Corporate strategy is an important factor in determining what organizational structure a company chooses [1]. The structure of labor organization is a means to achieve various goals of the enterprise. In order to ensure labor efficiency and rationality, the structure of labor organization must be adapted to the strategy, that is, the strategic decision structure. Strategy is the answer to the question "what is our business, what it should be, and what it will be in the future." It determines the purpose of the structure of the labor organization and therefore determines which of the most critical activities in the enterprise. An effective labor organization structure is an organizational design that enables these key

activities to work properly and achieve outstanding performance. Therefore, any work related to the structure of the labor organization must proceed from the goals and strategies.

The planning basis of the enterprise labor organization structure is mainly the product characteristics of the enterprise, the product market, and the labor force (personnel) of the enterprise. The contents include the configuration and division of senior management, the allocation and division of labor, the allocation and division of production units, and the allocation of auxiliary units. Division of labor, etc., covering the full range of production and management of enterprises. In addition, innovation requires more horizontal linkages and requires adjustments to the original functional structure [2].

The organizational structure of enterprise labor is not static. When external living environment changes (such as changes in national policies, changes in industrial policies, changes in market demand, etc.), enterprises must adjust strategic planning according to actual conditions and redesign labor organizations according to new strategic plans. Structure to respond to changes in the external environment. In other words, when a company develops a new strategy with changes in the changing social and economic environment, it requires a corresponding change in organizational structure [3]. The result of enterprise labor is the output of products, so the design of the labor organization structure must focus on the main line of product production.

3. Locomotive Repair Enterprise Labor Organization Structure Vicissitude Process

3.1 Planned Economy System Labor Organization Structure Change

Before 2002, the locomotive repair enterprise is subordinates in the original Ministry of Railways's locomotive repair works, the factory labor organization structural framing basic defers to the original Ministry of Railways's stipulation establishment; Various locomotive repair works repair a vehicle the plan to unify issuing by original Ministry of Railways Department responsible for the work, repairs a vehicle the plan is repairs a vehicle the vehicle type according to the entire road every year, quantity, and considers locomotive factor formulation assignment plans and so on the repair factory scale of production, technical ability, product quality, position condition; The locomotive repair factory product scope also determined by original Ministry of Railways Department responsible for the work. Under in the planned economy system locomotive repair works product share essence is the original Ministry of Railways issues the direct plan, the factory receive input department plans the branch. In the planned economy time, locomotive repair works product reforming promotes is also carrying on, repairs from the pure steam locomotive to the steam, the internal combustion coexistence, again to in electricity developing simultaneously, altogether three stages.

3.1.1 First Stage

For the pure steam locomotive repair time, the time stage was before 1985, the locomotive repair enterprise's principal work was the steam locomotive repair.

3.1.2 Second Stage

The steam locomotive and the diesel locomotive coexistence time, the time stage was from 1985 to 2002. Because starts the diesel locomotive repair service, additionally built the diesel locomotive branch (in machine branch) as well as the development diesel locomotive overhaul service diesel engine workshop, the appendix workshop, the bogie workshop, the locomotive workshop, will count the branch to merge to the financial branch in, and promoted in 1995 the administrative offices as the place room, the personnel office and the cadre office merge of the same name will be the personnel office.

3.1.3 Third Stage

Steam locomotive discontinuing, in the electricity developing simultaneously time, the time stage was from 2001 to 2002, abolished the steam locomotive overhaul system various workshops (tender workshop, has assembled workshop, boiler shop, part workshop and so on), and in the original diesel

locomotive overhaul system organizational structure foundation, had newly been established the development electric locomotive service electric locomotive workshop, the electric appliance overhauled the workshop, the original appendix workshop (changed part workshop), the locomotive workshop, the bogie workshop, the disintegration workshop increased the electric locomotive overhaul service, simultaneously in machine place will change the name as the locomotive craft place, increased the electric locomotive overhaul processing technology function, the labor organization structure Compared the second stage to abolish the steam locomotive repair system related workshop, has formed in the electric locomotive parallel labor organization structural style. Under.

3.2 Market Economy Labor Organization Structure Change Started from 2002

The original Ministry of Railways has carried on the service conformity, advocated the auxiliary separation, the locomotive repair works and the factory strips together from the original Ministry of Railways, incorporated into south China north the vehicle group, China the vehicle group, the locomotive repair order form no longer is the original Ministry of Railways direct plan, but was implements the market economy form, uses incurs the bid system, original Ministry of Railways Department responsible for the work according to factors and so on locomotive repair works quality synthesis place, user prestige, price, scale of production determined gave the locomotive repair works the order form. Market economy pattern started which from 2002 until now, the locomotive repair enterprise has experienced two stages.

3.2.1 First Stage

The market economy earlier period, the time stage was from 2002 to 2010. In order to adapt the market economy system, the locomotive repair works are abolish the project department, the tenable marketing center to the labor organization structure biggest change, the marketing center are responsible for the locomotive market contract, the post-sale service service; From 2005 to 2007, according to China south, north the vehicle group company instructed that, the locomotive repair works implement the host auxiliary separation, the locomotive repair principal work outside fitting preparation system various workshops (foundry shop, forges workshop, a machinery workshop, machinery two workshops and so on), the servosystem machinery repair workshop and so on strips, causes the locomotive repair works to become is engaged in the locomotive repair service specially the enterprise; According to the corporate system labor organization structural style, general manager the responsibility system, changes the function place room the function department room.

3.2.2 Second Stage

The harmonious locomotive start stage, the time stage is the harmonious locomotive is China introduces the overseas vanguard technology production from 2010 to 2016 the new generation of high efficiency alternating current locomotive, has represented the next locomotive development direction. In 2010 for the development harmony electric locomotive two annual inspection services, the locomotive repair enterprise introduces the locomotive manufacture enterprise the advanced management pattern and the experience, has established the operation administrative center, the project management center; The platoon guide who developed in the enterprise affects for prominent and the strengthened technology department has established the technology center. The marketing center, the technology center all are equipped with two levels of department rooms, all has in view of the harmonious locomotive product harmonious locomotive department, but also other alone established the customer service department to be responsible for the post-sale service work. Because simultaneously fine profit production idea introduction, but also the tenable fine profit has produced the office specially. This time is called the harmonious locomotive start stage, maintains continuously until now.

4. Locomotive Repair Enterprise Labor Organization Structure Change Process Analysis

4.1 The Adjustment of Enterprise Strategic Planning Must have a Corresponding Labor Organization Structure

Whether it is the planned economy era or the market economy era, the market-oriented upgrading of products has always been the main factor for the strategic adjustment of locomotive repair enterprises. The product transformation and upgrading of locomotive repair enterprises have generally experienced the stage of steam locomotive era, internal combustion launching era, internal electricity simultaneous era, harmonious locomotive era, etc. In the process of product transformation and upgrading, the labor organization structure of the technical department is firstly adjusted, followed by the production unit. The organizational structure adjustment enables companies to adapt to changes in product transformation and upgrading. This shows that in the era of knowledge economy, knowledge beyond traditional land, capital, labor and other production factors have become more important production factors and enterprise resources [4].

4.2 Changes in the External Environment will Inevitably Promote Changes in the Structure of Labor Organizations

After the locomotive repair market enters the market economy, the locomotive repair enterprise must strengthen its marketing ability to cope with fierce market competition for enterprise reengineering. The enterprise reengineering is mainly for business processes, so enterprise reengineering is also called business process reengineering. The goal of process reengineering is to improve the cost structure by transforming work methods, such as by abolishing the fine division of labor, breaking through barriers within the organization, removing ineffective work, exceeding organizational framework constraints, and arranging workflows based on information networks to reduce costs and shorten Work cycle, improve efficiency, and improve customer satisfaction [5]. Strengthening the power of the marketing department, expanding the scope of marketing services, and improving the quality of service are the preconditions for winning the market, and ensuring the quality of locomotive maintenance is the fundamental to win the market. Therefore, strengthening the leading role of the technical department and strengthening the quality of the quality department through the adjustment of the labor organization structure is Measures to effectively improve the quality of locomotive maintenance.

4.3 Introduction Advanced Enterprise's Labor Organization Structure Pattern

Locomotive manufacture enterprise like vehicle Zhuzhou Electric locomotive Limited company is the profession platoon guide, its management pattern, the labor organization structure pattern is the process confirmation advanced pattern; The locomotive repair enterprise had been established the project management center, the operation administrative center causes the enterprise the production management order to carry on, reduced each kind of risk.

4.4 Adjustment Labor Organization Structure Advances

The fine profit production to work in China the vehicle to request various subsidiary companies to advance the fine profit production work the development, involves to the labor organization structure adjustment, not only needs to establish the special organization control section, but also must establish in the technical department carries out the fine profit production design the specialty as well as the professional research design technical personnel, to produced the unit various workshops also to increase the fine profit production work content. In

4.5 Existence Question

Locomotive repair enterprise's labor organization structure change process, basically has not formed the flattening management the pattern, not only has not simplified the management level in the partial department's structure establishment, moreover also increased the management level, like

establishment project management center, operation administrative center, technology center, marketing center and so on, this with locomotive repair industry particularity related, the locomotive repair enterprise service object is China's railway transportation system, must undertake the big risk, needs to undertake the quality risk, the cost risk, the cyclical risk and so on, each job requirement controls according to the flow, reduces as far as possible the management dead angle, reduces each kind of risk; The flattening management system flow simplifies, does not favor the risk control.

5. Locomotive Repair Enterprise Labor Organization Structure Trend of Development

5.1 Forms the Adaptation Enterprise Intellectualization Construction the Labor Organization Structure

China railroad fast development, is more and more high to the locomotive repair enterprise's grade of service request, therefore, “the fine accurate overhaul”, “the data overhaul” is the goal which the locomotive repair enterprise pursues, improves the locomotive overhaul quality and the reliability is the locomotive repair enterprise's foundation of foothold.

The labor organization structure of enterprises that can promote the formation and utilization of knowledge resources will be more conducive to enterprises and even countries to gain competitive advantage in the fierce market competition [6].

China has entered the information age, but at present, China's railway engine system has not realized data sharing. The technical information of locomotive manufacturing, overhaul and operation is out of line, which is not conducive to the life management of locomotives and their important components. The locomotive repair enterprises should be jointly with the manufacturing and operation units. Research and promote the sharing of locomotive maintenance data.

Our country manufacturing industries are advancing “China to make 2025”, is for the purpose of causing our country by to make the great nation to turn makes the powerful nation, the locomotive repair enterprise also should borrow this east wind, the advancement “the intelligent manufacture” the realization, needs to study the artificial intelligence, the automated craft and at the right moment advances the implementation in the locomotive repair aspect application. In the above demand essence is requests the enterprise the strategic plan to turn towards the realization intellectualization to transform, needs to cause the locomotive overhaul equipment, the experimental equipment, the test equipment realization intellectualization effective promotion locomotive overhaul quality, simultaneously realizes the automated assembly line work way enhancement working efficiency, realizes locomotive overhaul information sharing, therefore must carry on the adjustment to enterprise's labor organization structure, establishes the special management structure, the design development facility as well as the training organization, simultaneously in production unit various workshops establishment specialty technical personnel.

5.2 Forms Adapts the Export-Oriented Enterprise's Labor Organization Structure.

Chinese Rolling stock Factory always has the foreign service, in overseas has massive China to produce the locomotive to invest the utilization, these locomotive Vyborg service has the big market, may consider and be connected the locomotive factory cooperation, the display locomotive repair enterprise's technical superiority, the creation foreign service team develops the foreign market to meet the enterprise export-oriented need to develop.

6. Concluding Remark

Locomotive repair enterprise carries on the gradual strategic plan for own survival and the development the adjustment the initiation labor organization structure adjustment, enables own to be able to adapt the change external environment fast, simultaneously causes the locomotive repair enterprise the marketing system, the technical system, the quality control system as well as the production system obtains the unceasing optimization, has formed the maturer labor organization

structure, can guarantee the locomotive overhaul enterprise produces the management to carry on smoothly, simultaneously had also guaranteed our country railway transportation normal operation, these processes to the railroad locomotive service system locomotive service section, the railroad bureau locomotive repair works, the locomotive overhaul Duan You the good model function. Simultaneously also suggests the railroad locomotive service system consideration advancement adaptation intellectualization construction the labor organization structure plan.

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