

# Talking about the Influence of Human Resource Management on Enterprise Development under the New Situation

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**Abstract:** With the advent of knowledge economy, international competition is becoming increasingly fierce, human resources management in the role of enterprise management is growing. In the 21st century, the trend of globalization of the world economy has been strengthened, and the development of science and technology has been changing with each passing day. The essence of comprehensive national competition is becoming the competition of human resources. Similarly, enterprises in order to compete in the fierce and healthy development, we must reduce costs and improve management efficiency, must have a set of their own talent management methods. Human resources are the most important resources in all resources, effectively play the important role of human resources in the core competitiveness, and formulate the countermeasures of human resource competition, which is of great significance to improve the core competitiveness of enterprises. In the new century to further improve the management of human resources in state-owned enterprises, improve China's enterprise human resources management system is to enliven the state-owned enterprises, improve our comprehensive national strength of the top priority, to promote China's economic development is of great significance.

**Keywords:** State - Owned Enterprise; Human Resource Management; Current Situation; Humanistic; Performance Evaluation

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## 1. The status quo of China's state-owned enterprise human resources management

With the deepening of reform and opening up, China's state-owned enterprises on the increasing importance of human resources management, human resources reform has made significant progress, and promotes the rapid economic development. But the framework of human resources management is not yet perfect, lack of vitality of enterprises, inefficient problem has not been completely resolved, the brain drain is very serious. China's state-owned enterprise human resources management has the following characteristics:

### 1.1 State-owned enterprise human resources management to stay in the traditional level of personnel management

China's state-owned enterprises through years of reform, has made remarkable achievements, at present, state-owned enterprise human resources management departments to achieve the modernization of management and job rights and responsibilities clear, personnel system, pay and benefits system, training assessment system is also relatively perfect. But the business managers do not really establish a 'people-oriented' concept, still accustomed to the traditional personnel management, human resources did not obtain the status, but no scientific measurement of human resources

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value of the standard, the law is still more common than the law is still common, in short, the human resources sector positioning is too low, cannot co-ordinate the management of the entire company's human resources.

## **1.2 The overall quality of state-owned enterprises is not high and generally lack the spirit of innovation**

State-owned enterprises in the education of the performance is the new recruit staff to carry out a brief pre-job training, the time is generally a month, and in the future work, the state-owned enterprise employees can only rely on self-study, practice, ask others to improve own business level. This way of education, one cannot make full-time staff to master the skills of skills, if colleagues need to keep the secret of competition, the novice business level will be slower and more difficult; Second, the self-learning costs of serving staff too high, need to go through a long period of practice, groping, increase the time cost of self-study. In the market economy conditions, mainly for the current training system for employees have a lot of shortcomings, the performance of the old content in the form of a single, pay attention to pre-job training, neglect of staff career development training, lack of communication skills, team spirit and other quality training , Which led directly to the quality of state-owned enterprises workers generally not high, a serious lack of innovation, cannot inject vitality for the development of state-owned enterprises.

## **1.3 The phenomenon of brain drain in state-owned enterprises is serious**

Human resources allocation mechanism and the market economy system is not suited to the current majority of state-owned enterprises are the main managers are appointed by the higher authorities, can be replaced at any time, even if the company system of state-owned enterprises, is still assigned, dilute the risk awareness and sense of responsibility of business managers, the performance of the employment mechanism is not flexible, the selection of people to consider too much nepotism, resulting in state-owned enterprises on the relative lack of human resources, brain drain serious, especially in the senior management the loss of talent has become one of the important manifestations of the human resources crisis of state-owned enterprises. Business managers do not develop from the perspective of the ability to develop in line with the future development needs of enterprises have potential talent mechanism. Many state-owned enterprises to flow of talented private enterprises, foreign-funded enterprises, or choose their own business. This loss not only resulted in the inability to recover the cost of capital investment of state-owned enterprises, but also increased the cost of talent resetting, which aggravated the burden on state-owned enterprises and seriously restricted the other reforms of state-owned enterprises.

## **1.4 The human resources management mechanism of state-owned enterprises is not perfect**

### **1.4.1 The training mechanism is not sound**

Human resources need to continue to invest, continue to carry out training to adapt to the development of the times. Most of our state-owned enterprises do not have long-term planning for staff training, lack of systematic planning and clear objectives for staff training, and training to show coping, arbitrary and temporary. (1) lack of rigorous assessment of the trainers; (2) do not attach importance to the senior management personnel (3) the lack of strict management of the staff; (4) the lack of rigorous assessment of the training; Of the training; (5) ignore the overall quality of staff training.

### **1.4.2 Incentive mechanism is not perfect.**

In recent years, state-owned enterprises have also paid more and more attention to the role of incentive in human resources management, and try to carry out incentive mechanism reform, and achieved some success, but in the recognition and application of incentive mechanisms there are still many shortcomings, the main: (1) to understand one-sided, that incentive is reward;(2) the incentive mechanism is not perfect; (3) lack of incentives for business operators; (4) lack of incentives for employees.

### **1.4.3 The assessment mechanism is not sound**

State-owned enterprise assessment mechanism to take a simple standard format to carry out, not according to the

specific circumstances of the enterprise to design and implementation, simply do not restrain the role. (1) assessment mechanism does not fully penetrate all aspects of business work; (2) assessment is not scientific; (3) the assessment of the organization and implementation of the work is not standardized and rigorous; (4) assessment of the assessment of the work of the organization, Implementers are not scientific enough.

## **1.5 Human resources management and corporate culture out of touch**

The core content of corporate culture mainly refers to the enterprise has a clear unity within the ideas, consciousness, spirit, beliefs and values. Corporate culture embodied in the management philosophy and corporate core values of the formation of corporate personality, for the business behavior of enterprises plays a vital role. At present, the personal value of employees is reflected in the human resources management system, and corporate value, business philosophy is reflected in the corporate culture, how the two integration of the formation of enterprise development efforts, the driving force is a weak link in human resources management. Only when the personal value into enterprise value, human resources management and corporate culture can form a concerted, more direct and more direct role, cohesion, incentive role, the common realization of business strategic objectives.

## **2. The role of human resources management on the development of state-owned enterprises and analysis**

### **2.1 The role of human resources management in the development of state-owned enterprises**

#### **2.1.1 To promote the smooth operation and operation**

Enterprises have three major resources, namely, human resources, material resources and financial resources, and the use of material resources and financial resources is achieved through the combination of human resources, and only through the rational organization of labor, and constantly coordinate the labor force, labor and labor information and the relationship between labor objects in order to make full use of the existing means of production and labor resources, so that they in the production and operation process to maximize its function to form the optimal configuration, so as to ensure that production and business activities in an orderly manner. The following are the same as the '

#### **2.1.2 To mobilize the enthusiasm of employees, improve labor productivity**

Employees in the enterprise, they have thoughts, feelings, dignity, which determines the business must be good at dealing with material incentives, behavioral incentives and ideological education in three aspects of the relationship, so that employees always maintain a strong enthusiasm for the work, give full play Their expertise, efforts to learn technology and study business, and constantly improve the work, so as to achieve the purpose of improving labor productivity. The following are the same as the '

#### **2.1.3 To reduce labor costs, improve economic efficiency and asset preservation of enterprises**

Reasonable organization of labor, scientific allocation of human resources, can encourage enterprises to minimize the labor consumption to achieve the greatest economic results. In the market economy conditions, the enterprise's assets to preserve and increase value, to maximize corporate profits, maximize the value of the need to strengthen human resources management. The following are the same as the '

#### **2.1.4 The establishment of modern enterprise system**

Scientific enterprise management system is an important content of modern enterprise system, and human resources management is the most important part of enterprise management. A company only has the first-class talent, in order to fully and effectively grasp and apply first-class modern technology, to create first-class products. Pay attention to and strengthen the development and utilization of enterprise human resources, do a good job of staff training and education, is to achieve enterprise management from traditional management to scientific management and modern management of an indispensable link. The following are the same as the '

**2.1.5** The establishment and strengthening of corporate culture Corporate culture is the development of enterprise cohesion and catalyst, the staff has a guiding, cohesion and incentive function. Excellent corporate culture can enhance the unity and fraternity of employees; reduce education and training funds; reduce management costs and operational risks; and ultimately enable enterprises to obtain huge profits.

## **2.2 Analysis of the countermeasures of human resources management in state - owned enterprises**

To sum up, I think the most critical issue of human resource management in state-owned enterprises is 'how to effectively and effectively activate human resources'. The phenomenon of brain drain in state-owned enterprises is affected by both the factors of state-owned enterprises and the external factors of enterprises. Cannot retain talent, talent loss is serious, usually the lack of appropriate incentives for talent a bad result. Specifically, the internal factors that cause the brain drain of state-owned enterprises are as follows:

### **2.2.1 The concept of human resources behind**

This is mainly manifested in four aspects: First, many state-owned enterprises only rely on human resources development and management for the transaction work, and did not raise it to the corresponding strategic height; Second, most state-owned enterprises will only be regarded as human passive production factors, rather than a kind of resources can be developed and used; Third, the management of state-owned enterprises will pay wages, benefits, etc. as the cost rather than investment; Fourth, the leaders see the business interests above all else did not really realize that only the interests of enterprises and employees combined with the individual interests in order to effectively mobilize the enthusiasm of employees.

### **2.2.2 Employer mechanism is unreasonable**

State-owned enterprises generally exist 'seniority' and 'crony' phenomenon, some talented people, especially young talent rarely have the opportunity to play. Many college students do very general work in state-owned enterprises, not their ability is not enough, but not the stage they play, which seriously affected their enthusiasm.

### **2.2.3 The lack of scientific and rational performance appraisal mechanism**

The lack of rationality of the performance appraisal mechanism of state-owned enterprises is mainly manifested in: the purpose is unclear, the principle is unknown, the method is improper, the assessment and evaluation criteria are single, and different types of talents cannot adopt different assessment and reward and punishment methods. This assessment system seriously dampens the enthusiasm of the workers, so that talent is difficult to fully play a role, resulting in waste of talent or even loss.

### **2.2.4 The distribution system is unreasonable and the wages are low**

Most of the wages of state-owned enterprises by the wages, length of wages, skills, wages and bonuses, the drawbacks of this structure is too much to consider the staff qualifications, education, rather than the ability, lack of flexibility, cannot pull the grade, dry and bad, the level of the difference between the level of uniform color. In addition, compared to foreign-funded enterprises, state-owned enterprises generally low wages, which also forced the pursuit of high-paying state-owned enterprises to non-state-owned enterprises.

## **3. Improve the state-owned enterprise human resources management countermeasures and suggestions**

### **3.1 Establish a 'people-oriented' human resources management philosophy**

#### **3.1.1 Adhere to the people-oriented nature of the scientific concept of development and the core**

To establish a 'human-oriented, pay attention to the potential development, emphasis on input and output, into the decision-making process,' the modern human resources development awareness, and actively promote the talent market at home and abroad cited by the wisdom, emphasizing people-oriented, people choose, always adhere to the human

development in the first place, and gradually realized by the traditional single management to the diversified, multi-level, all-round service change, to be good at using the psychology of psychology and behavior to understand the psychological needs of employees, grasp the psychological staff law. Emphasizing the people-centered, to promote the unity of the two development, that is to promote the healthy and sustainable economic and social development, but also to promote their own comprehensive development.

Strengthen the functional role of human resources management in business strategy

Increase investment in human resources, pay attention to cultivate 'learning organization'. To the strategic perspective to attract talent, cultivate talent in the input, improve the staff education and training organizations, improve the 'training, use, treatment integration,' the new mechanism to strengthen the staff of continuing education, lifelong education. Reconstructing the knowledge system of human resource management personnel. People are the foundation of the enterprise. It is necessary to improve the status of human resources management in the enterprise, expand and strengthen the functions of human resources management.

### **3.2 To strengthen the strategic position of human resources to enhance the strategic role of human resources management**

**3.2.1** Improve the organizational structure of the company, set up a full-time human resources department. The human resources management department to the decision-making level, the strategic level, to play a strategic human resources, planning, auxiliary decision-making function.

**3.2.2** Clear the responsibilities and functions of human resources management. Play the human resources management plan, organization, supervision, incentive, coordination and control functions.

**3.2.3** Improve the human resources related control process, to achieve comprehensive coordination of human resources functions.

**3.2.4** To strengthen human resources planning.

### **3.3 The establishment of a sound human resources management system**

Innovative traditional training mechanism, in the market economy conditions, the investment in human resources can produce multiplier economic benefits, so the organization of the staff training system is a 'win-win' strategy.

#### **3.3.1 Improve the staff training system, establish training is the idea of investing in the future**

Enterprises from a strategic perspective to understand the significance of staff training, staff training is an investment rather than cost, and is the most important strategic investment, can bring great benefits for the enterprise.

**3.3.2** Increase capital investment, improve the training system Enterprises should be based on the needs of long-term development, increase capital investment, the establishment of multi-level, multi-channel, multi-form of staff education and training network. Enterprises to stimulate competition in the market economy to win, we must have high-quality talent, and staff training is essential to improve the quality of staff a key part.

#### **3.3.3. Skills development of staff to improve their comprehensive ability**

In the training, from the actual needs of enterprises, the actual needs of employees and social needs, both focus on now, but also focus on the future. In order to improve the level of knowledge of the key employees, the staff to participate in a variety of training courses in a semi-full scale. At the same time to encourage employees to self-study, the formation of respect for learning a good atmosphere. Creativity development is a high level of human resource development, through creative development, can explore the creative potential of each person, and constantly promote the enterprise's invention and innovation and technological innovation.

### **3.4 Optimize the allocation of human resources**

Through the rational allocation of enterprise human resources, the real realization of state-owned enterprises calls for many years, 'neng zhe shang, yong zhe xia, ping zhe rang ' new situation of human resources management.

Enterprises to establish cadres can be able to under the staff can enter the flexible competition mechanism, the implementation of open, fair and impartial employment autonomy, competitive posts, merit, according to the needs of the market with the staff, so that people need to go come in, do not need people to go out, invigorate the enterprise, improve production efficiency. The implementation of competition and employment practices, through the competitive posts, publicity system and other forms, the talents employed to the appropriate positions. And the establishment of a sound staff employment mechanism, the establishment of a sound and reasonable staff access, use, exit mechanism, the implementation of the professional process of practitioners, and according to the different posts, different levels, the design of different employment duration and treatment, the formation of a normal flow mechanism, effectively promote the flow of talent to attract high-quality, highly educated talent.

### **3.5 To establish and improve the effective incentive system**

The establishment of a multi-dimensional and efficient incentive system is the only way to revitalize state-owned enterprises. In the process of encouragement, we must adhere to the combination of material incentives and spiritual incentives.

#### **3.5.1. Develop a reasonable pay system**

In the state-owned enterprises can be targeted for the current wage distribution of the main problems, by optimizing the wage structure, to adopt a flexible and diverse forms of distribution, so that the allocation of a reasonable gap to stabilize and attract talent. Such as the implementation of corporate senior management of the annual salary system, equity and options and other compensation system. Enterprises should fully understand the staff's personal needs and career development will, employees have the power and organization to form a long-term cooperation, honor and responsibility of the partnership. In addition, but also to break the rules of the restrictions, the courage to reward the outstanding contributions of talent.

#### **3.5.2. Adhere to the principle of level matching**

**3.5.2** Level matching can enhance the attractiveness of the enterprise to employees, forcing employees to improve their quality and work performance, to achieve employee satisfaction with the job, the development of the potential of employees, so that enterprises become a dynamic system.

**3.5.3.** Establish a scientific performance evaluation mechanism The establishment of performance evaluation system, scientific assessment of the results of performance evaluation is the enterprise human resources management activities in the most technical, but also the most difficult work. State-owned enterprises should be based on their own deficiencies in performance evaluation, combined with China's actual situation to develop scientific and detailed assessment criteria, procedures and methods to conduct a comprehensive assessment of staff, and in accordance with the results of the assessment of the implementation of rewards and punishments. Through rigorous performance appraisal, can be formed in the state-owned enterprises who can be under the generous, the contribution of those who have more, no performance was punished by a good competitive atmosphere.

#### **3.5.4. Strengthen communication, feelings keep people**

Modern society emphasizes interpersonal relationships, business leaders should be good at communicating with employees, accurately grasp their ideological situation, timely detection and solve the problem, so that feelings keep people. State-owned enterprises adhere to the principle of material incentives and spiritual incentives: first, to strengthen material incentives. Enterprises to break the egalitarianism, the establishment of a market-oriented pay management mechanism, and pay appropriate attention to long-term incentives and the establishment of employee protection mechanism; Secondly, to strengthen the spirit of incentives. Spiritual encouragement is a kind of recognition and promotion of the contribution of the enterprise to the talent. Enterprises through various forms of identification and publicity, so that employees get a sense of honor, sense of accomplishment and sense of responsibility, to encourage employees to play an example role; Finally, to strengthen emotional incentives. By adjusting the human emotional system, to achieve the purpose of motivation, to stimulate the enthusiasm of the staff is of great significance.

### **3.6 Popularization of modern human resource awareness, training to create 'quasi-human**

## **resources manager' management team**

**3.6.1.** Focus on the department manager and supervisor to instill modern awareness of human resources, so that they are clear: performance appraisal, staffing, education and training staff and so on human resources related responsibilities, not simply the human resources department responsibilities, but also their obligations and responsibility, the relationship between the overall management level and performance level, affecting the company's overall strategy to achieve. Improve their awareness of the implementation of personnel duties and sense of responsibility.

**3.6.2.** Clearly divided the line sector or functional departments and human resources department of personnel management responsibilities.

**3.6.3.** To regularly educate the education department manager and supervise the knowledge, skills and methods of human resources, especially the knowledge and skills related to performance appraisal, personnel allocation, capacity allocation management, salary management, labor relationship management and so on, to improve their management Level

## **3.7 To actively create a good corporate culture**

Corporate culture is a certain social, economic and cultural background of enterprises in a certain period of time gradually formed and developed a stable, independent values, a corporate culture, especially strong culture, will strongly affect a business on the fundamental view of employees, and affect the company's leadership style, leadership, organizational structure and its relationship, the application of corporate control functions. And these are the main factors that can effectively attract talented people. A good corporate culture can not only stimulate the enthusiasm of all staff, unified corporate members of the ideas and desires, work together to achieve the strategic objectives of the enterprise efforts, but also to retain and attract talent an effective means. Therefore, state-owned enterprises should actively cultivate the 'people-oriented' core values, within the enterprise to create a respect for people, caring people, trust the atmosphere, to create a harmonious and harmonious interpersonal relationships. In addition, the leadership also cultivate broad, healthy, noble entrepreneurial personality, so approachable, abandon the superior ideas, to overcome the covetous vanity, self-righteous, self-willed psychological, eliminate vulgar jealousy, the first set off, personally, for the group demonstration The highest ethical code that should be observed in common.

## **4. Conclusions**

Management is science, it is an art, human resources management is the art of management, is the use of the most scientific means, a more flexible system to mobilize people's emotional and positive art, no matter what kind of business to develop are inseparable People's creativity and enthusiasm. A good business, there should be a part of their own, a unique set of corporate culture, enterprises will only be assigned to a scientific management, rational use, optimize the allocation of enterprises to long-term sustainable development, enterprises are more powerful and more competitive force. In recent years, many state-owned enterprises have been competing to raise the level of human resource management to a strategic level, both in macro and micro. Therefore, the quality of human resources management, to a large extent determine the enterprise's 'life' and the rise and fall. At present, there are still many drawbacks to the human resources management of state-owned enterprises. Only through the continuous improvement of state-owned enterprises can the state-owned enterprises play their advantages in stimulating the market competition so as to make the enterprise economy develop rapidly and enhance the competitiveness of the country.

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