

# Application of Vitality Curve in the Construction of New Human Resource Management Model

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**Keywords:** Vitality curve, Human resources, Management mode, Model construction.

**Abstract:** Human resource management is one of the core links for enterprises to maintain good competitive advantage. Therefore, human resource management model innovation has been the focus of many enterprises. Vitality curve, as a elimination mechanism to give full play to the role of incentives, has been praised by many enterprises since it was put forward. Therefore, under the increasingly fierce market competition environment, this paper discusses the application of vitality curve in the construction of new human resources management model. By analyzing the characteristics of vitality curve and the innovative dimension of human resource management model, the application path of vitality curve in new human resource management model is put forward.

## 1. Research Background

### 1.1 Literature review

Human resource management has always been the key to enterprise management and development, so it has attracted the attention of many business managers and scholars. At present, there are many studies on human resources in China. Chen Fangli analyzed the impact of information technology on human resources management model, pointed out that human resources management has formed a development situation centered on information technology, which has a positive role in promoting human resources management level and management system (Chen, 2017). Ya Xiangyang also studied the impact of information technology on human resource management model. It is found that human resource management by means of information technology can reduce the cost of management, realize the rational mobilization of personnel and enterprise operation (Ya, 2018). Based on the background of knowledge innovation, Zhao Ping studied the mode construction of human resource management in enterprises. Integrating the concept of knowledge innovation into human resources management can obviously promote the enrichment of management theory and the improvement of management efficiency, thus helping enterprises to maintain their advantages in the fierce competition (Zhao, 2018). Jindan and Shen Qiangguang explore the optimization path of human resource management model from the perspective of odd-job economy. Due to the opening of the era of odd-job economy, the traditional human resource management model is difficult to meet the changing trend of the times. Combining with the characteristics of the current employment trend, this paper constructs a human resource management model for external employees of enterprises (Jin and Shen, 2018).

### 1.2 Research purposes

With the development of global economy, the market environment of enterprise competition is becoming increasingly fierce. In this context, maintaining and improving the competitiveness of enterprises has become the core goal of many managers. Among them, human resources management is one of the key breakthroughs, so strengthening the theoretical and practical analysis of human resources management has gradually been paid attention to. Vitality curve is an organizational evaluation method of human resources, which can stimulate employees' personal ability through competitive elimination. There are few studies on the curve of human resource management and vitality. Sun Fen and Lu Hongjiang studied the construction of human resource

management model based on competency model and vitality curve. It is found that incorporating competency model and vitality curve into enterprise human resource management system requires enterprises to possess the characteristics of innovation and response and pursue excellent corporate culture (Sun and Lv, 2006). This paper discusses the application of vigor curve in the construction of new human resources management model, mainly through combining the connotation and characteristics of vigor curve, to the dimension of innovation of total human resources management model. And put forward practical and scientific application path, in order to provide some ideas for the development of enterprise human resources management.

## **2. Connotation and Characteristics of Vigor Curve**

The so-called vigor curve can also be called the 10% elimination rate rule or the last elimination rule. Specifically, enterprises can stimulate employees' working ability by eliminating competition within the organization. The concept of vigor curve was proposed by Jack Welch, former CEO of GE Company. In essence, it is to play an incentive role of "last elimination" (Sun and Zhao, 2006). Welch's "vitality curve" has brought infinite vitality to the development of GE company and has always maintained a good market competitiveness.

The key link in the dynamic curve is the last elimination rule. Generally speaking, enterprises can create a normal distribution map, horizontal axis for performance, from left to right decline. Longitudinal axis is the number of employees who meet the corresponding performance standards, showing the law of increasing from bottom to top. On this normal distribution chart, employees can be divided into three categories according to their performance. Category A is the top 20%, Category B is the middle 70%, and Category C is the backward 10%. The most prominent feature of the vitality curve is that it can be very intuitive to distinguish the three types of employees. And different types of employees also have obvious personality characteristics. Class A employees are passionate, open-minded, conscientious and responsible. They can positively influence and infect people around them, and have excellent ability to help others grow and improve (Hu, 2017). Class B employees are usually able to ensure that their energy value is realized, but there is a general lack of passion, which is the biggest difference between class B employees and class A employees. It is obvious that C-type employees are the groups that are not competent for their own jobs, which also has negative effects on target failure and attacking others.

## **3. Innovative Dimension of New Human Resource Management Model**

### **3.1 Centralized talents**

The new mode of human resource management is different from the traditional human resource management. It fully recognizes the level differences of employees and fully understands and embraces the differences in job performance (Ye, 2018). The top 20% of employees in the dynamic curve have outstanding competency level, which can lead and promote the manufacturing of enterprises. That is to say, excellent talents can help enterprises to develop excellent products and services, so as to promote the achievement of enterprise goals. Therefore, in order to construct a new human resources management model, we need to pay attention to the dimension of centralized talents. The new human resource management mode of enterprises should effectively distinguish and manage the centralized talents who are in the top 20% of the organization (Bai, 2018).

### **3.2 Oriented organizational strategy**

The new human resource management model usually has a guiding organizational strategy to help and serve the decision-making execution of management. Therefore, the strategic thinking reflected in the new model should be in line with the development direction of enterprises and help enterprises achieve strategic objectives. As an important link of career strategic layout, human resource management model services and throughout the organizational strategy. Therefore, in order to build a new model of human resources management, we should attach importance to innovation-oriented organizational strategy and ensure the thermal synergy and integration of the

two.

### **3.3 Basic systematic approach**

In essence, the new type of human resources management can be seen as a system, and according to its system characteristics to recognize and reform things. As a system, the key of the new human resource management mode is integrity. For the overall environment of enterprises, human resources management is a part of the system. In order to better reflect the basic system approach, when building a new human resources management model, enterprises should list key elements and grasp the surface quality and deep potential of employees (Fang and Liang, 2017). At the same time, according to the changes of the internal and external environment of the organization, enterprises quickly adjust the differentiation of vitality curve, so as to better integrate the innovation system methodology.

## **4. Application Path of Vitality Curve in New Human Resource Management Model**

### **4.1 Perfecting human resource planning in all aspects**

In order to achieve the profit target, enterprises need reasonable staffing. However, the rational allocation of human resources in enterprises is inseparable from the rational and perfect human resources planning. Therefore, enterprises must pay attention to the dimension of human resource planning when they innovate human resource management model. In the human resource allocation of the whole enterprise, human resource planning belongs to the preliminary work, which mainly includes dynamic prediction of personnel flow and human management decision-making. For all human resources management systems, good human resources planning can give full play to the role of leadership and coordination. Of course, the purpose of human resources planning is to predict the supply of human resources demand in enterprises, so as to realize the job demand of enterprises, and to provide timely employees who meet the requirements and can be competent for post responsibilities. This is of great practical significance for the effective protection of the interests of enterprises and personal development of employees. In the specific human resources planning, according to the characteristics of the enterprise's current vitality curve, the future talent planning of the organization can be decided. It can mainly include personnel recruitment, personnel training, brain drain and other clear planning to ensure the vitality curve advantages of enterprises, so as to build a new model of human resources management.

### **4.2 Enriching the examination criteria of human resource recruitment**

Recruitment and screening of human resources is the core of human resources management in enterprises. To a certain extent, talent recruitment determines the development of enterprises, and the quality of talent employed will directly affect the competitiveness of enterprises in the market. Therefore, paying attention to and enriching the evaluation criteria of human resources recruitment can recruit suitable personnel for enterprises, meet the business needs and job needs of enterprises, so as to achieve the profit goal of enterprises quickly. When building a new human resource management model, the application of vitality curve is mainly based on the characteristics of the current vitality curve of the enterprise, and the rational employment of talents. Specifically, if there are fewer A-type employees, that is, fewer passionate and competent employees, it means that in the next stage of human resources recruitment, enterprises should focus on recruiting such employees. At the same time, in the specific recruitment process, according to the characteristics of the vitality curve, the human resources department can check and inspect the candidates, confirm the personal qualities of the candidates, so as to select the talents in line with enterprise values and corporate culture.

### **4.3 Expanding the dimension of human resource training and development**

Recruitment and recruitment is an important part of human resources management in enterprises, and more importantly, personnel training within the organization. Because, compared with the new employees, the old employees are familiar with the company's management system and value

culture. Moreover, the ability to be competent and stay for any period of time shows that these employees are recognized and respected the company's institutional culture, and have a good management foundation. Therefore, when building a new human resources management model, enterprises should pay full attention to and pay attention to human resources training and development. The direct advantage of the dynamic curve is that it can intuitively understand the current situation of talent quality within the enterprise organization. Therefore, we should fully combine the characteristics of vitality curve, expand the dimension of human resources training and development, and train the internal staff accordingly. The training and development plan should be formulated with consideration of different levels of employees. For those with high potential, special personnel development should be carried out to fully stimulate their personal potential and inject new vitality into the development of enterprises. General personnel training should be conducted for employees with low competence to ensure their adaptability and ability to work.

#### **4.4 Comprehensive evaluation of employee performance**

Enterprises need to perform performance appraisal on their employees to confirm whether they are suitable for the business needs of enterprises and competent for their positions. Generally speaking, the competency and ideal performance of employees show a significant positive impact. To some extent, the vitality curve reflects the competency and real performance of employees. In addition, in the visual presentation at the same time, it also quickly distinguishes employees. Therefore, from the perspective of performance appraisal, the vitality curve can also be regarded as the staff performance appraisal curve. When building a new human resource management model, enterprises should make full use of the characteristics of the vitality curve, so as to achieve a comprehensive evaluation of employees' work performance. Of course, in order to ensure the fairness and comprehensiveness of performance appraisal, enterprises should hold appraisal meetings in addition to the regular characteristics of the vitality curve. At the evaluation meeting, the management conducts a comprehensive discussion and analysis to determine the strengths and weaknesses of employees, as well as their abilities and potentials, so as to fully understand the development prospects of employees in the organization.

#### **5. Conclusion**

In the increasingly fierce market competition, enterprises need reasonable human resources management in order to achieve profit objectives and maintain competitive advantage. However, the traditional human resource management model gradually highlights many problems, such as confusion in performance appraisal, difficulty in matching the rapid development of the market environment and so on, which further restrict the survival and development of many enterprises. In this regard, the article explores the introduction of vitality curve in the construction of a new human resources management model, so as to promote the improvement of enterprise human resources management system. However, due to the limited research time, there are still many shortcomings in this study, and we look forward to further research in the future.

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