

# Construction and Strategy of Corporate Human Resources Management System

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**Abstract.** With the rapid development of human resources management theory, human beings have gradually entered the era of knowledge economy. Among the corporate production factors, human capital is the most active factor after monetary capital and physical capital. Therefore, enterprises have become the core elements that are constantly promoting the economic development of developed countries and regions. There are more and more problems and challenges in the management of enterprises. Therefore, how to deal with these problems and challenges is an urgent problem for enterprises. This paper analyzes the existing problems in corporate human resources management and summarizes the ideas to construct and measures to optimize the corporate human resources management system.

## Introduction

As a source of a company's core competitiveness or maintaining its original competitive advantage, the effectiveness of human resources management determines the company's existing viability and future development potential. The corporate human resources management system is to help companies improve the effectiveness of human resources management to realize the company's strategic goals. Therefore, some scholars believe that in terms of business and profitability, it is possible to increase production or expand the scale, but its role is limited. It is also crucial to the effectiveness of human resources management, which is a competitive advantage for companies. Under the modern enterprise system, the human resources management at the theoretical level of innovation and practice level is the most important problem for the management at all levels of the enterprise. However, at present, organizations and HR managers are still worried about not fully playing the role of human resources management. An important reason is that the organization has not established a human resources management optimization system. This paper sorts out and analyzes the existing problems of domestic human resource management, and specifically introduces the process of building performance management system in enterprise human resources. Meanwhile, new ideas and measures for the construction of corporate human resources management system are proposed.

## Existing Problems in Corporate Human Resources Management and Analysis

### Current Status of Human Resources Development.

The quality of human resources cannot meet the objective requirements of technological advancement and improvement of labor productivity. The serious shortage of human resources development investment in state-owned enterprises, the direct consequence is the general low quality of human resources. These concrete manifestations include: the cultural quality of business leaders does not meet the needs of economic modernization, and the business concept does not meet the needs of market economy development. The cultural quality of professional and technical personnel of enterprises does not meet the needs of enterprise development, and their knowledge is obsolete. The technical quality of technical workers in enterprises is low and their academic qualifications are low, as shown in Figure 1. The method of enterprise human resource development is outdated, with single means and low efficiency. First of all, in the way of mobilizing the enthusiasm of employees, most enterprises mainly focus on incentives such as wages, bonuses,

benefits, housing and promotion, especially highlighting the role of monetary incentives. However, because of the difficulty to widening the gap between the monetary incentives of most positions reasonably, the egalitarianism in distribution is serious, and the effect of monetary incentives is declining. Secondly, incentives related to the work content and the nature of the work of the employees are rarely used, so that the various satisfactions that employees can obtain through work can be transformed into a single satisfaction. This reduces the interest and initiative of employees at work.

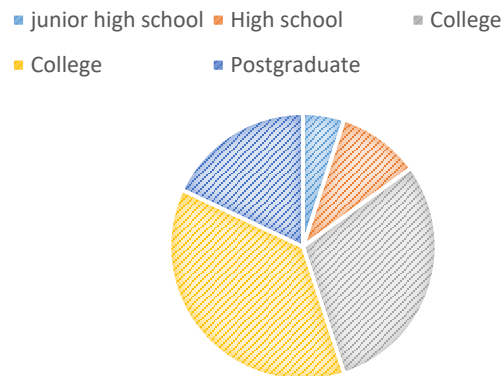


Figure 1 Academic Degree of Corporate Staffs

#### **Basic Reasons for the Weak Development of Human Resources.**

The weakness of human resource development has become the direct cause of improving corporate decision-making level, management and product quality as well as reducing costs and forming competitive advantage. Because of our lack of understanding and the irrationality of the characteristics, roles, and influence of human resources or human capital, we have adopted some extensive and laissez-faire methods for human resource development and management. The most striking thing is that our awareness of the value-added and preservation of special capital such as human resources is very weak. From the general meaning of capital, human resources are the special capital for enterprises. In some state-owned enterprises, due to long-term operation under the planned economic system, various practices can lead to the stagnation of knowledge and technology renewal. Equipment and technology are not changed for decades; managers, technicians, and workers do not need knowledge and technology updates; human capital is used for one-time investment for life, and enterprises do not know or care about the development of human resources.

#### **Modern Enterprises' Requirements for Human Resources.**

It is necessary to attach importance to the development of human resources, improve the competitiveness of state-owned enterprises, realize the sustainable development of state-owned enterprises, and continuously improve the role of human resources. And it is necessary to build a human resource development strategy under the modern enterprise system. The allocation of human resources in state-owned enterprises is mostly generated under the conditions of a planned economy. Its starting point and foothold are not the need for corporate human resources to participate in market competition, but the simple human resource allocation itself. Under the conditions of market economy, the requirements of enterprises for the allocation of human resources have turned to the core of competition needs. This qualitative change has made the original human resource allocation and human resources quality extremely unsuitable. Therefore, in modern enterprises, it is necessary to optimize the existing human resources structure of the enterprise and improve the quality of human resources so that human resources can exert their best efforts and get their due rewards.

## **Process for Constructing a Corporate Human Resources Management System**

### **Reasonable Planning of Performance Assessment and Formulation of Standards.**

The formulation of enterprise performance appraisal planning and standards refers to a work that demonstrates the implementation of performance appraisal methods, assessment requirements, various weights, and assessment targets, so that enterprises participate in performance appraisers to understand the specific policies and contents of performance appraisal. Its main purpose is to let all employees of the company understand the importance and necessity of performance appraisal. In actual work, the standards and plans for corporate performance appraisal are based on the actual requirements of the job. In the daily work, establishing a performance indicator management system and passing the corresponding record book can enable employees to complete part of the enterprise performance appraisal very efficiently. In the regular comprehensive performance appraisal, relevant responsible departments and groups may conduct comprehensive work considerations for those involved in the appraisal through actual investigations and business inspections.

### **Carry out Scientific Performance Tutoring.**

In order to ensure the maximum interests of the company, the manager should not only conduct a comprehensive performance appraisal of the daily work of the staff, but also effectively coach and improve the management ability of the performance appraisal. In the specific implementation of performance management plan and assessment measures, enterprise management personnel should establish a platform for good communication with all staff and pay attention to the specific situation of performance appraisal at any time and make detailed and specific records of the appraisal work.

### **Effective Implementation of Performance Appraisal.**

Performance appraisal is the key work content of enterprise performance management, and it is also the concentrated expression of the requirements and content of enterprise human resources performance management system. At this stage, the methods of performance appraisal of Chinese enterprises mainly include the key event method, the 360-degree assessment method and the balanced scoring method. The key event method refers to measuring the contribution of employees to the development of the enterprise or the damage to the interests of the enterprise from the overall perspective, and this is used as a basis for the performance appraisal. The 360-degree appraisal method refers to the assessment method of the staff's daily business ability, interpersonal communication and ability to deal with it.

## **Thoughts and Measures for Constructing the Corporate Human Resources Management System**

### **Strengthen Human Resources Strategy Management.**

Whether enterprises can win the initiative in talent competition under the new economic form, the key is whether the ideas can be transformed from the traditional personnel management concept to the modern human resources management concept as soon as possible. The development strategy of the company should be developed immediately, and the human resources department should be involved. Change the status quo of the human resources department's lack of understanding, unclearness and non-implementation of the enterprise development strategy. From the beginning of the enterprise strategy formulation, the core backbone of human resources will be included. On the one hand, increase the understanding and grasp of the direction of the development of human resources managers; on the other hand, enhance the importance of human resources, so that they can obtain more resources to promote the development of human resources work.

### **Reasonable Talent Utilization and Development.**

Human resources management not only needs to improve the ability to identify good employees, but also to identify individuals who are exposed to be valuable, productive, and satisfying employees. A more important task is to identify the right match between the organization and the individual, and strive to match the needs, interests, and values that the organization and the individual provide to each other. It is necessary to introduce professional talents and rationally allocate talents. The selection and hiring of talents is an important part of ensuring the excellent

human resources needed for the development of the organization. Especially for consulting companies, all values are born out of people and are destroyed by people. Due to the special business requirements of consulting companies, the corresponding recruits often require a higher education and practice background. At the same time, there are certain standards in teamwork, communication skills, innovation and dedication.

### **Design Scientific and Reasonable Salary System.**

Establishing a comprehensive compensation system is fundamental to retaining talents. Salary is a reward or appreciation of a company for its employee's contribution to the company, including job performance, experience and skills, and knowledge. Salary is the human capital that enterprises must pay, and it is also the means for enterprises to retain talents to attract outstanding talents. According to Herzberg's two-factor theory, salary has both health care and motivational functions, which can meet the higher-level needs of talent respect and self-realization.

### **Strengthen Training of Employees.**

Through team learning, individual strength can be achieved collectively, avoiding ineffective contradictions and conflicts. From the perspective of human resources management, the following aspects should be improved and learned. First, it is necessary to strengthen management's knowledge of human resources management knowledge and skills. Often, managers lack the knowledge and skills of human resources management and lack understanding of relevant laws and regulations. Second, HR managers should take the initiative to learn, understand corporate strategies, and even participate in the formulation. In terms of the environment and industry characteristics, the consulting and training market is undergoing rapid change. In this changing environment, corporate strategy emphasizes that companies must respond quickly and effectively to customer requirements. Third, it is necessary to satisfy the general employees' desire to learn about their own qualities and skills. Fast-changing, developing companies have difficulty providing employees with defined jobs, and maintaining ongoing work capacity is becoming an individual's responsibility, and employees manage their careers.

### **Establish a "Not to Advance is to Go Back" Career Ladder.**

It is necessary to establish a career ladder for employees to encourage and enhance the enthusiasm of employees to achieve their own career planning. In this process, it is necessary to strictly implement the system of "not to advance is to go back". Each stage has a strict assessment. If someone does not pass the assessment, they will not be promoted. Even if they are partners, they should also face the assessment of "not to advance is to go back". Such competition can help to maintain the vitality and innovation of the company and make outstanding talents stand out.

## **Conclusion**

The evaluation of human resources management within enterprises can continuously improve the level of human resources management and provide strong support for achieving corporate strategic goals. Because of this, the evaluation of human resources in enterprises must not be self-sufficient but must advance with the times and make improvements.

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