

Research on the Development of Human Resource Management in Contemporary Chinese Enterprises

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Abstract: *Over time, human resource management has evolved from a purely administrative function to a key business partner closely linked to an organization's strategy. This contemporary human resource management increasingly relies on technology, and these technology tools provide HR professionals with more data and insights to support more effective decision making. To improve their competitiveness, enterprises must fully tap the potential of human resources. At present, Chinese enterprises have some problems and deficiencies in human resource management, and it is urgent to analyze the root causes of the problems and actively reform the management system and measures according to the actual situation of enterprises. Therefore, this study will analyze the current situation of enterprise human resource management and put forward management strategies, which is of great significance for enterprise reform.*

Keywords: Chinese enterprise; Human Resource Management; Development research.

1. INTRODUCTION

With the rapid development of economic globalization, market opening is gradually increasing, social and economic development is changing with each passing day, and industry competition is becoming increasingly fierce. Human resources have become the key for enterprises to obtain core competitiveness, and enterprises pay more and more attention to human resource management innovation. In recent years, many experts and enterprise managers in China have analyzed the problems existing in enterprise human resource management from different perspectives, and put forward corresponding solutions according to their own enterprise conditions, and put forward many useful suggestions for the current reform of Chinese enterprises (Cooke, 2013). With the rapid development of society and market economy, the competition between enterprises is becoming increasingly fierce. The development of enterprises can not be separated from excellent talents, want to enhance the competitiveness of enterprises, we must reserve enough talents in all aspects. From a single point of view, mastering talent is equivalent to mastering core technology, so as to ensure that enterprises stand out in the fierce competitive environment. At present, in order to further stimulate the vitality of enterprise innovation and lay human resources guarantee for the sustainable development of enterprises. Based on the current situation, existing problems and root causes of enterprise human resource management, this paper conducts in-depth research and analysis from salary management, talent training, career channel promotion, training management and other aspects, and puts forward strategies on how to resolve contradictions.

2. THE RELATIONSHIP BETWEEN HUMAN RESOURCES AND ENTERPRISE DEVELOPMENT

2.1 Rational allocation of resources

In human resource management, there are two modules: human resource planning and recruitment. One of the most important tasks is the preparation of the job description. HR needs to analyze the positions of the enterprise, and write a clear job description with the job responsibilities and ability requirements of each post. It is very important to guide the implementation of the recruitment plan, and then realize the reasonable allocation of human resources.

In the process of recruitment, if HR can understand the ability requirements of the position in detail, it can correctly judge whether the responsibility meets the job requirements and whether it is competent for the job responsibilities (Cunningham & Rowley, 2007). In order to realize the rational allocation of human resources and put the right

people in the right positions, we can play a stronger subjective initiative and create higher performance for the enterprise.

2.2 Realize talent development for enterprise reserve strength

People are the most important resources of an enterprise, and they are excellent resources that can be cultivated and acquired for a long time. In human Resource Management, there is a module when staff training and development (Cunningham & Rowley, 2013). After employees enter the enterprise, they need a certain amount of time to understand the enterprise environment, rules and regulations, and job responsibilities. If the new employee training can be held in time, the familiar cost of new employees can be reduced.

As in-service employees, if HR can hold more training activities and formulate talent training plans, employees can improve their professional knowledge and ability, improve work efficiency, and finally achieve promotion through excellent performance, becoming a rare talent within the enterprise.

Talent as the soft strength of enterprise competition, if from the internal talent training and development, can save a lot of external costs, but also for the enterprise to reserve stronger talents, enhance the strength of the enterprise.

2.3 Reasonable salary evaluation system

One of the most basic reasons for employees to work in an enterprise is to get paid. Human resource management advocates that enterprises should develop reasonable and perfect compensation, welfare and performance evaluation system (Miedtank, 2017). If employees do not get reasonable remuneration after completing work tasks, it is easy to slack off on work. Over time, if the situation is not improved, employees will choose to quit, resulting in staff loss.

Fair employee performance evaluation system is an important data base for employee salary adjustment, promotion and post change. Enterprises should not underestimate the role of human resource management, which runs through all matters from employee entry to resignation, and has an important impact on the development of enterprises.

3. PROBLEMS EXISTING IN ENTERPRISE HUMAN RESOURCE MANAGEMENT

3.1 Performance-related pay

Due to the actual characteristics of enterprises, the fixed part of total compensation is often higher than the floating part, that is, the basic salary part is higher than the performance part. Such a proportional relationship is not conducive to the enthusiasm of employees in beating enterprises, so it is necessary to adjust the solid-float ratio, that is, to adjust the enterprise salary system and reduce the proportion of basic wages, but this method involves a wide range of employees, high reform difficulty, and great resistance to reform.

The surge of overtime pay has compressed the space of performance distribution. Enterprises can pay overtime pay in strict accordance with national laws and regulations. This is a management behavior worthy of encouragement, but it will also increase the salary expenditure of overtime pay to some extent. First of all, the relevant production department did not explain or control overtime, the functional department approved overtime pay as usual, and the enterprise did not pursue responsibility and assessment for this problem (Ng & Wei, 2012). Secondly, some reporting departments did not follow the principle that overtime should be avoided as much as possible during national statutory holidays. In addition, enterprise employees will be able to complete the work during normal working hours intentionally delay and declare overtime, the head of the department does not strictly check, the approval is not rigorous. Finally, ineffective overtime is caused by factors such as low production efficiency, unbalanced production organization, unstable quality, rework, and extensive management of overtime approval process. The production department has not produced products that meet the requirements of production quality, but the enterprise must pay overtime wages for the actual attendance of employees.

3.2 Talent management

First of all, the recruitment process of enterprises is complicated, the approval is strict, the introduction of skilled workers and technical personnel becomes difficult, and the production operation and professional technical

personnel cannot be introduced from outside in the short term. The increase rate of new technical personnel can not keep up with the increase rate of staff retirement and turnover, and enterprise production can not keep up with the progress trend of social science and technology (Poon & Rowley, 2007). In addition, the mature technical operator fault is mainly reflected in the unsaturated personnel allocation, frequent post flow, the corresponding personnel training mechanism lagging behind, and it is impossible to train talents who meet the requirements of the post in a short time.

Due to technical research and development personnel turnover, skilled workers retirement and other factors, resulting in enterprise research and development, mechanical and electrical and other professional and technical personnel fault. These positions require employees to have a certain theoretical basis and long-term practical work experience, as well as the willingness of employees to learn independently, in order to meet the actual work needs (Shen & Edwards, 2006). The contradiction between the delayed replenishment of new forces and the gradual reduction of skilled employees makes enterprises face the risk of the fault of skilled personnel.

3.3 Single employee professionalization channel

At present, the career development path of enterprises is relatively simple, the requirements for the selection and recruitment of technical experts are not consistent with the actual situation of enterprises, the establishment of enterprise expert team takes time and salary costs, the promotion cycle of career channels is long, the promotion evaluation conditions are often divorced from the actual work, and the incentive effect is not obvious (Walsh & Zhu, 2007). The existing professionalization channel system can not achieve the role of motivating employees, the selection and training of professional and technical personnel without systematic planning, can not play the guiding role of talent development, and can not stimulate the work vitality of the staff.

3.4 Training management needs to be improved

The training program implementation department adjusted the training plan process is simple, employees are not willing to learn, training is mere formality, the training content fails to solve the actual work difficulties of employees, and the training content is too empty and out of fine management (Warner, 2013). The results and effects of the training were not continuously followed up.

There is no incentive mechanism for training, and it is not linked to staff promotion and salary incentives. The training management at all levels is not in place, the centralized management department of the project has not implemented the training management responsibilities, and the incomplete training tasks have not been assessed or held accountable, which ultimately leads to the training management is too perfunctory and only a formality.

3.5 Implementation of the system is not in place

Due to the characteristics of enterprises, human resource management often considers human relations, which makes the enterprise system a dummy and lacks serious justice. Staff related procedures lag, personnel management confusion, the enterprise is not strictly in accordance with the standard requirements of management and assessment, resulting in lax labor discipline management (Warner, 2020). Formed the corresponding management extensive, management system assessment implementation is not in place situation.

4. HUMAN RESOURCE MANAGEMENT PROBLEM OPTIMIZATION COUNTERMEASURES

4.1 Optimize the performance-based pay distribution plan

Enterprises should optimize the performance pay distribution scheme, based on efficiency, quality and consumption, and accurately tilt employees in the production department. First, the calculation method linking the base of performance pay with the index of production, quality and consumption. Secondly, according to the optimized number of post establishment, monthly awards are issued to encourage production departments to reduce staff without reducing wages, and gradually achieve the purpose of accurate post incentives (Xue Cunningham & Rowley, 2007). In addition, to ensure that the performance salary of production positions is accurately tilted, while strengthening the supervision of performance bonus distribution. Finally, the structure of total compensation is optimized, the proportion of performance pay is increased year by year, and the proportion of solid float is rationalized.

The production department should combine the factors of employee output value consumption, labor discipline, training, etc., formulate the secondary distribution plan that conforms to the actual situation of the production department, and motivate the excellent team, machine and staff with high efficiency. Enterprises should improve the overall morale of employees and form a benign working atmosphere.

Optimize overtime management, further study overtime declaration standards and overtime wage accounting methods. Strengthen the examination and approval management of overtime declaration. For ineffective overtime such as rework overtime and delayed overtime, overtime units and functional departments should be held accountable and performance assessed, and functional departments should check, supervise and assess the implementation.

Enterprises should implement scientific and reasonable performance appraisal and salary system, otherwise, it will greatly affect the smooth development of human resource management. To be specific, enterprises should strengthen the constraints on the behavior of assessment and appraisal personnel, apply key behaviors and events into the scoring method, establish a scientific and reasonable salary system that takes into account the fairness within the enterprise, combine the development needs of the enterprise with the work content and career planning of employees, pay attention to the training of comprehensive talents, and build a convenient career development balance for them. Establish and improve the scientific human resource management system, moderately reduce the employee turnover rate, and provide certain development space for employees (Zhao, 2018). Attach great importance to human resource management, completely change the concept, and achieve the goal of promoting the improvement of corporate performance in the short term and promoting the realization of corporate strategy in the long term. In addition, enterprises should also pay attention to the introduction of professional human resource management talents and advanced human resource management tools, constantly update angles and methods, enhance employees' awareness of participation in management, and improve the construction quality of corporate culture.

4.2 improve the individual training mechanism

Optimize the position setting through research, and give priority to meet the personnel allocation of first-line production positions. According to the performance-based wage distribution plan, in accordance with the principle of staff reduction without salary reduction, stimulate the work vitality of production departments and employees. Further optimize the incentive mechanism of mentors and apprentices, and explore the incentive mode of one specialist and multiple abilities. Combine employee training with job promotion, expert selection and salary incentive, carry out the construction of process quality and equipment management internal trainer team, and complete the annual training period with quality and quantity.

According to the needs of production and technology research and development, each department shall formulate the medium and long-term demand plan for human resources of relevant departments according to the actual needs of future development. Finally, the human resources Department shall formulate the demand plan for talent introduction according to the future development and actual needs of the enterprise, and conduct orderly recruitment, so as to reserve follow-up force for technical talents of the enterprise.

Establish a learning organization and increase the ability of learning and communication among employees. The learning organization refers to an organization that is skilled in creating, acquiring and transferring knowledge, and at the same time is good at modifying its own behavior to adapt to new knowledge and skills (Zheng & Lamond, 2013). Enterprises should be able to improve the knowledge and skills of employees through this way of continuous learning and mutual learning, establish a sound post adjustment system, and train high-quality management personnel. The so-called post adjustment mainly refers to job promotion and job rotation. No matter what kind of post adjustment, it is very conducive to the training and selection of high-quality management personnel, effectively avoid the sense of work fatigue of employees, but also to further help employees understand and understand the business of the enterprise, so as to cultivate comprehensive business talents in line with the needs of social development. In addition, enterprises should do a good job in human resource planning, accelerate talent planning and recruitment, actively introduce high-quality talents, create a good corporate culture, effectively attract and gather talents, strengthen talents' identification with corporate development strategy and corporate leadership, so that they are willing to work hard and efficiently, and win greater benefits for the enterprise.

4.3 Broaden career development channels

In many enterprises, the single administrative sequence promotion is still regarded as the only channel for career promotion, and the professional post promotion of functional and technical sequence is ignored. Some employees with outstanding professional skills other than administrative sequence can not see the hope of promotion, so that one after another leave, making the human resources of the enterprise is not stable. At this time, a two-channel system should be introduced to divide promotion channels according to different position sequences. Through the skills improvement and training of employees, there can be two or more development and promotion channels. For example, technical personnel can not only be promoted in the technical sequence, but also be promoted to management positions through the improvement of comprehensive capabilities. In the construction of employees' career channels, in order to achieve the development of employees' multi-channel, the need for personal continuous learning, coupled with the enterprise to provide training opportunities, in order to use good people, use the right people.

Further broaden the career development channels of employees, establish a selection mechanism for excellent employees, reasonably link with employee salaries, and fully stimulate the internal motivation of skilled employees to learn and strive for success. Improve the enterprise expert management system, combined with the actual situation of the enterprise, improve the selection and recruitment system of enterprise experts, timely carry out the selection and recruitment of experts, establish a team of experts, and provide professional title and skills appraisal services for employees, through internal training, mentor and other ways to encourage employees to become talented.

4.4 Intensive training management

Optimize the enterprise training mechanism, improve the pertinency of training, enrich training methods, combine the training effect with the job qualification, employee career channel promotion, and performance secondary distribution, so as to promote employees' independent learning and maximize their learning enthusiasm. Secondly, strengthen the implementation control of the annual training plan, constantly improve the training evaluation method, and implement the training supervision and assessment responsibilities; Supervise the implementation of training management responsibilities at all levels and check the implementation status (Zhu & Warner, 2019). In addition, strengthen the inspection of production and quality staff should know and grasp the situation, and assess the implementation of the situation. Enterprises should select excellent employees to exchange and study in advanced enterprises, constantly explore the establishment and standardization of independent training mode, strengthen the construction of internal trainer team, actively organize internal trainers to teach, and give full play to the role of internal trainer team.

Accelerate the construction of enterprise organizational structure, system and process standards. When an enterprise implements a system, it is bound to change the workflow and methods that human resources personnel have been accustomed to, and they will undertake more creative work. In the past, the human resources department may only know how much data it has and the accuracy of the data. However, after adopting the system, all the information will be exposed to the enterprise leadership and personnel of relevant departments. When there is a major conflict between the organization operation and the system, the system will bring huge and serious impact to the enterprise, resulting in immeasurable consequences. Therefore, enterprises should fully realize that the advanced human resource system is guided by the advanced human resource management ideology, and should strive to improve the human resource behavior norms and processes, so as to achieve the perfect match and mutual promotion between the organization and the system.

4.5 Strengthen the implementation of the system and strictly supervise the process

Strict attendance system, implement responsibilities at every level. The main person in charge of the various departments of the enterprise should earnestly take responsibility, earnestly perform their duties, and strictly check attendance. The staff who are absent from work without reason should be implemented, determine the reasons, report to the district time, and show in the attendance; It is strictly prohibited to practice fraud, and it is strictly prohibited to fill in the attendance in advance or after. We will carry out in-depth self-inspection and self-correction work. All employees shall consciously abide by labor discipline and shall not leave their posts or do anything unrelated to work during the working period. In the management of labor discipline, all departments of the enterprise shall conduct serious and in-depth self-examination and self-correction for the phenomenon of not asking for leave for illness, asking for leave on behalf of others, asking for leave on behalf of others, asking for leave on behalf of others, checking attendance on duty on behalf of others and other phenomena, and strictly prohibit the violation of labor discipline such as staff leaving their post, hiring others to take the post on behalf of

others. Strict supervision system, strengthen supervision and assessment. The heads of all departments shall strengthen the management of labor discipline of the staff and workers and shall not conceal the acts of the staff and workers violating labor discipline. The enterprise will organize the Human Resources Department, the monitoring department and other units to regularly or irregularly inspect the labor discipline and attendance of employees, and the employees who violate the labor discipline and the units and personnel who violate the attendance discipline will be dealt with in accordance with the relevant provisions of the labor management of the group and the main person in charge of the unit.

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5. CONCLUSION

Nowadays, the progress and development of science and technology are improving the human resource management system, but also changing the basic functions of human resources. Both human resource managers and ordinary employees are accepting the challenges brought by the human resource management system. With the importance of human resource management system being recognized by enterprises, its application prospect will be more and more broad. Of course, the human resource management system applied in traditional enterprises also needs to be continuously improved in practice, further improve the scientific nature, so that the work of human resource management personnel is more handy, more accurate and reasonable.

Through the analysis of the current situation of human resource management in Chinese enterprises, it is found that there are still many problems in the management of enterprises, which hinder the development of enterprises. In order to further stimulate the vitality of human resources, enterprises should fully tap the maximum efficiency of human resources, greatly stimulate the enthusiasm and innovation of employees, and continuously improve the core competitiveness of enterprises by optimizing the distribution plan of performance pay, formulating long-term talent strategy, improving the professionalization system, strengthening training management and strict process supervision. To achieve the sustainable development of enterprises to lay a solid foundation.

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