

Discussion on the Role of Chinese Traditional Culture in Enterprise Human Resource Management

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Abstract: *Traditional culture pays attention to humanized management and emphasizes people-oriented, which is manifested in modern human resource management as paying attention to employees' personal development, career planning and quality of life, and promoting enterprises to achieve sustainable development. This paper makes use of Chinese traditional ideological and cultural resources to do a good job in the development of social human resources. The research finds that the promotion and application of traditional culture can help to enhance employees' sense of identity of corporate culture, enhance the cultural soft power of enterprises, and enhance employees' sense of belonging and identity through corporate cultural activities and traditional festival celebrations. Traditional culture can drive the enthusiasm of employees and promote the development of enterprises. At the same time, it will also lead to brain drain and lack of innovation, resulting in the human resource management of enterprises lagging behind the development of The Times. In short, traditional Chinese culture has important theoretical value and practical application potential in enterprise human resource management. The integration of traditional culture and modern management concepts can bring unique advantages for enterprises in the competition. Therefore, from the perspective of local enterprises, this paper analyzes and summarizes the actual impact of Chinese traditional culture on human resources and management activities of domestic enterprises, and puts forward corresponding implementation countermeasures.*

Keywords: Traditional Culture; Enterprise Human Resource Management; Discussion Effect.

1. INTRODUCTION

In recent years, the role of Chinese traditional culture in enterprise human resource management has become a topic of wide concern in academia and business circles (Benoy & Morley, 2020). China has a long history of 5,000 years, which has nurtured a rich and colorful traditional culture. These traditional cultures not only play an important role in daily life, but also embody a unique value in modern enterprise management.

In the practice of enterprise management, the influence of Chinese traditional culture is mainly reflected in the following aspects. First of all, the humanistic thought in traditional culture emphasizes people-oriented, which is in line with modern enterprises' emphasis on employee well-being and development. Secondly, the traditional culture that pays attention to morality and ethics helps to build the integrity culture and harmonious atmosphere of the enterprise, and enhance the sense of belonging and loyalty of employees (Yang, 2014). In addition, the team spirit and collectivist values in traditional culture can enhance the cohesion and collaboration ability within the enterprise.

With the development of globalization and the integration of Chinese and Western cultures, how to organically combine the essence of Chinese traditional culture with modern enterprise management concepts has become the key to enhance enterprise competitiveness and sustainable development. Companies need to understand and adapt to the cultural differences of their employees to ensure effective management and superior performance (Chang et al., 2011). This can also help companies attract and retain talents from different cultural backgrounds and improve their competitiveness. In this context, the in-depth study of the role of Chinese traditional culture in enterprise human resource management has not only important theoretical significance, but also practical value. This will help us better understand and apply Chinese traditional culture to promote the healthy development of enterprises and the all-round growth of employees.

2. THE INFLUENCE OF TRADITIONAL CULTURE CONSTRUCTION ON ENTERPRISE HUMAN RESOURCE MANAGEMENT

2.1 The positive influence of traditional culture on enterprise human resource management

The traditional management thought attaches importance to people in order to realize the enterprise attaches importance to people (Cooke et al., 2021). In dealing with the relationship between management and the managed, pay attention to people is the most important and the most potential resource of enterprise resources, cultivate the common values of employees, sense of responsibility, care for employees in the first place, stimulate the enthusiasm of employees, improve the enthusiasm of employees and devote themselves to serving the enterprise, and help the development of enterprises. Traditional cultural construction usually focuses on long-term development and stability. Enterprises may be more inclined to provide employees with a long-term career development path and a stable working environment to promote employee loyalty and sustainable development (Davidescu et al., 2020). The construction of traditional culture has potential value for the human resource management of enterprises, but in today's diversified and global environment, enterprises also need to integrate flexible management methods to adapt to the changing business environment. Therefore, the construction of traditional culture may provide the foundation and reference for enterprises, but at the same time, it also needs to be combined with modern management concepts to achieve better management results.

China's traditional culture is a socialist culture with Chinese characteristics, which is of great significance to the construction of human resource organization culture in modern enterprises (Cooke et al., 2020). The construction of excellent enterprise management culture is an effective way to optimize the strategic resources of enterprise economic development and effectively improve the efficiency of enterprise operation and management level, an internal power to motivate employees to think aggressively and give play to creative work, an effective means to shape corporate image, and a very important winning weapon for enterprises to improve market competitiveness (Devyania et al., 2020). It is the core force to ensure the long-term success of the production and operation results of enterprises. Each successful development of an enterprise, should first have a corporate culture of its own, if an enterprise wants to develop stronger, it must first rely on the enterprise's own corporate culture to further enhance the confidence and cohesion of employees. The culture of an enterprise under good and stable development is conducive to the common harmony and development of the entire enterprise and the company's cause, and is also conducive to the common healthy and harmonious development of the individual body and mind of employees. Excellent corporate culture can maximize the development potential of employees and create the best comprehensive economies of scale and the best long-term social benefits. Today's society generally advocates the so-called modern humanism management, its ideological starting point and management objectives are also concentrated in the so-called "people". The modern Chinese enterprise model requires the majority of employees to be more extensive, more efficient and actively fully invested in various production and operation activities, and hopes to achieve the great goal of promoting the comprehensive prosperity and sustainable development of enterprises by promoting the comprehensive improvement of employees' re-learning ability through continuous learning and their own knowledge and ability quality.

2.2 The negative influence of traditional culture construction on enterprise human resource management

At present, there is no perfect enterprise system in our country, which has not fully considered the reality in organizational setup, and its performance is relatively prominent in the private enterprises. Because there is no professional management, or the professional quality of practitioners is low, can't effectively play a role; In most enterprises, in terms of recruitment, employment and selection, the work that should be carried out by human resource management agencies has become the boss's decision.

Some people think that the innate intelligence of Chinese people is better, but the innate creativity level of contemporary Chinese people is generally lower than that of foreigners (Paletz et al., 2011), which is largely restricted by the traditional educational and cultural concepts of China for thousands of years (Farley et al., 2020). Under the influence of traditional Chinese culture, they are easy to be cultivated into people who are not good at learning and adapting, have a weak sense of competition, and lack of personality characteristics full of adventurous spirit. The mentality of seeking common existence is obviously greater than the mentality of seeking differences, which is easy to suppress the free play of people's inner personality.

China's traditional equalitarianism can't stimulate people's enthusiasm, tap people's domestic demand power, seriously affected China's human resource management reform, which also led to the last century, Chinese enterprises difficult to establish a scientific salary management system (Froese et al., 2020). Enterprise employees fish in troubled waters when they work, muddle along, and still get paid, which is not conducive to promoting the development of enterprises in the long run, and even will push enterprises into the abyss and face the risk of bankruptcy (Ge & Zhao, 2020). Affected by this traditional culture, it will cause the brain drain of enterprises, and it is impossible to establish an efficient and stable team through cultural construction, and ultimately fall behind

The Times. These negative effects can make companies less flexible in adapting to change and responding to competitive pressures, limiting employee innovation and development (Lloréns et al., 2005). In the modern business environment, balancing the advantages of traditional culture and the integration of modern management concepts is the key to promote the continuous growth and innovation of enterprises.

3. THE DEFICIENCY OF TRADITIONAL CULTURE IN ENTERPRISE HUMAN RESOURCE MANAGEMENT

3.1 Lack of reasonable performance appraisal system

In traditional culture, the phenomenon of "cronyism" is deeply rooted. Although with the change of time, this phenomenon has been greatly improved. But in a small number of enterprises, the phenomenon of "cronyism" is still widespread (Gong & Liu, 2020). Some of our understanding of human resource strategic management is still only stuck in the traditional enterprise's daily personnel management methods, and the enterprise has not found a set of standardized, reasonable and perfect basic personnel administration system. The unreasonable formulation of performance appraisal and unfair salary evaluation, and the unequal remuneration given to relatives and their relatives and work efficiency make it difficult for excellent employees to get important responsibilities (Kim & Gao, 2014). Without fair competition and treatment, it is difficult for them to develop stably in the company. The loss of outstanding talents makes it difficult for outstanding employees to get important responsibilities. On the basis of not getting fair competition and treatment, it is difficult for them to develop stably in the company. The loss of outstanding talents also brings worries to the stable development of enterprises. Secondly, the human resource department's system defects lead to the loss of humanistic care of employees and make employees disappointed in the enterprise, which is the performance of the imperfect human resource management mechanism of most small and medium-sized enterprises. Performance evaluations in traditional cultures may tend to be subjective and lack objective criteria and transparency. Evaluations may be based more on personal relationships or interactions between superiors and subordinates than on explicit performance indicators. The hierarchical concept in the traditional culture may lead to too rigid performance evaluation, and it is difficult to realize the real incentive and incentive innovation. Performance appraisal in traditional culture may overemphasize the performance of the whole team, while ignoring individual strengths and development, resulting in obstacles to the personalized development of employees. In addition, an unfair or non-transparent performance review system can affect employee motivation and motivation, as they may not feel that they are being fairly evaluated and rewarded. Improving these problems requires a more objective, fair and transparent performance appraisal system. This may include clear work objectives, quantitative performance metrics, and incentives that are more achievement-based than relying solely on relationships and conventional wisdom. In addition, it is necessary to provide opportunities for employee development to promote individual growth and expertise.

3.2 Lack of attention to employees

Traditional culture pays attention to "people-oriented", and enterprises can't really do "people-oriented", do not realize the role of employees for the construction of corporate culture, thus affecting the development of enterprises, so that the creativity and enthusiasm of employees is difficult to play (Pun et al., 2000). Most small and medium-sized enterprises do not pay enough attention to human resources department, and even many small and medium-sized enterprises do not have human resources department. Even if there are, they are still in a coping state in terms of staffing, basically belonging to administrative personnel and human resources management, and these personnel have no corresponding human resources management experience, let alone a real human resources supervisor.

3.3 Neglect the recognition and training of employees

Traditional corporate culture often emphasizes group consciousness, ignoring the recognition and ability training of outstanding employees' personal culture, which is not conducive to the further development of individual consciousness of outstanding employees (Qin, 2022). In the construction of corporate culture itself, the most prominent factor is that it cannot fully respect the cultural subject status of all employees. However, this traditional Chinese cultural thought overemphasizes the important role of enterprise group factors and emphasizes the power of overall development on the individual quality of employees, ignoring the long-term greatest restriction role of each worker's individual quality as the most common positive and healthy development behavior subject factor in the development of enterprise group (Sabuhari et al., 2020). One of the long-term negative effects of this cultural ideology is that it makes it more difficult for people to adhere to their own opinions. The long-term negative effects

of this self-ideology make it harder for some people to stand up for what is right for them. This psychological phenomenon will inevitably lead to the human resources management and service departments of many enterprises dare not to boldly implement various reform policies and programs formulated by them, and can no longer fully show the real positive power of individuals, which is also extremely unfavorable to the sustainable development of human resources of our enterprises.

3.4 Lack of management innovation and technological innovation

Nowadays, the diversified development of enterprises leads to the diversification of positions. Chinese enterprises need the rapid development of internal personnel diversification to meet the diversified demand for a large number of human resource positions in China (Wang, 2020). The enterprise needs the rapid development of diversified talents, so the enterprise will put forward the corresponding requirements for the diversification of post talents. But so far, there are still most of the local state-owned enterprises personnel position demand allocation comparison is unreasonable, job position demand allocation and enterprise job seekers personal ability needs do not adapt. This is mainly because the current enterprise human resources system system is not timely improvement, timely improvement and continuous innovation and improvement caused by the problem (Xiao & Cooke, 2020). Due to the relatively backward and weak internal human resource recruitment management system of many enterprises in developed areas, the recruitment related personnel have not carried out a reasonable training management plan in time, and have not carried out a unified and standardized management workflow in time. There is no scientific standard, there are many procedures and businesses, and there is no timely formulation of an overall human resource planning that can be developed dynamically and rapidly, systematic and standardized, long-term and continuously updated (Xing et al., 2020). In the reform of enterprise human resource system, there is a lack of effective recruitment methods for talents, and the phenomenon of sustainable development innovation measures carried out in recruitment technology and methods may also more directly affect or even restrict the more comprehensive and sustainable rapid development of the human resources department of the whole large enterprises in China (Yu & Egri, 2005). These various reasons will eventually lead to a modern enterprise human resource management team and other key departments of the dynamic personality characteristics will be gradually wiped out, the sense of competition and cooperation, risk and business awareness will become less sound, tend to lag behind traditional conservative and even tend to fossilize a series of negative social impact.

4. COUNTERMEASURES AND SUGGESTIONS ON STRENGTHENING TRADITIONAL CULTURE IN ENTERPRISE HUMAN RESOURCE MANAGEMENT

4.1 Establish a scientific and reasonable performance appraisal system

Performance-oriented is not only the business goal of the company, but also an important part of human resource management. Performance appraisal is a systematic project to assess the quality of employees' work, restrain their improper behavior and encourage their personal potential (Ahmad & Bujang, 2013). The purpose is not only to assess and evaluate the work performance and work ability of employees, but also to promote the improvement of the profitability of enterprises and the enhancement of comprehensive strength, so as to ensure that the role of human resources can be fully played. The establishment of performance-oriented salary system can combine the performance management appraisal system with the enterprise salary strategy to motivate employees (Zhao et al., 2021). Linking rewards and effects, using performance standards to determine enterprise salary levels. The rewards and punishments for promotion shall be determined by the performance rules, and the incentive and restraint policies shall be firmly implemented through the introduction of excellent skilled talents. Encourage all employees to actively create labor value independently in practice, and actively establish a working atmosphere in which enterprises and employees share their own value and share the results of investment returns. In the implementation of the material results incentive system at the same time, constantly study to improve the level of material and spiritual incentive, will become one of the effective ways to promote talent incentive.

4.2 Increase the emphasis and training of employees

During the period of national economic development and transformation, the most important form of resources is enterprise human resources. The development of human resources can often quickly and effectively shape the company's management and environmental construction, and it is more reasonable, efficient and scientific. At present, Chinese enterprises in the process of self-development to promote the concept of humanism, if you want

to achieve good development in the short term, it is necessary to increase the improvement and management of the overall quality of their employees (Shortell et al., 1995). In other words, during the recruitment of graduates in colleges and universities, it is necessary to continue to pay more attention to the enthusiasm for employment and the corresponding professional skills that these talents must master when applying for jobs. Always in accordance with the survival of the fittest, survival of the fittest principle of employment fairness to carry out industry-related selection work. We will expand employment channels for talent recruitment and selection. If enterprise organization managers want to truly communicate and exchange cultural, psychological and emotional information fully with their employees, the first thing is that organization managers can fully understand people. It is necessary to master the basic information of employees' personal family status, personality characteristics, interests, business skills, living habits and other aspects. Secondly, managers need to be able to take the initiative to be considerate and often take the initiative to go deep into employees. Be good at communicating with these employees in a timely manner to understand some of their thoughts and grasp some of their daily work dynamics (Zhu et al., 2005). Understanding what they need, want and want to work every day respect and care for every employee is the essence of corporate emotional expression and corporate management. The third is how to ask the company's managers to be serious and democratic, good at listening to the employees' constructive opinions on the rationalization of the enterprise, and the suggestions put forward by the employees that are conducive to improving and improving the work should be adopted in time and seriously, and the criticisms put forward by the employees in good faith should also be short, regardless of concern. So that all employees can feel that they are also unit managers, and feel that there is an obligation and social responsibility to supervise the management of the company's units and personnel. Through the use of this kind of employee incentive management method, it can effectively pull in the staff of the enterprise and enhance the good and harmonious internal communication feelings between the middle and senior managers. Standardize the existing internal staffing and assessment mechanism, so that the allocation of the existing internal personnel team becomes more scientific and reasonable. In this way, it can also provide a better platform for personal development and growth for those who further grow into a higher level of talent group, so that employees can also contribute their own due strength. Moreover, the scientific rationality of the design of management innovation mode is taken as the basis, and internal supervision system and market competition mechanism are added to cultivate and motivate employees to improve their awareness of innovation management ability and the concept of enterprise competition culture.

4.3 Optimize the management structure and innovate management methods

It is very important to optimize the management structure and innovate the management mode, especially in strengthening the integration of traditional culture in enterprise human resource management. In order to ensure the comprehensive, effective and smooth systematic organization of the implementation of the company's human resources and modern integrated management system innovation pilot work, enterprise managers must also pay more attention to the comprehensive integration and optimization of their own enterprise management team structure from the basic business level of the company (Ren, 2022). At the same time, it also pays attention to the introduction of the most advanced modern management organization operation and mode of the current western excellent mature enterprises, and actively strives to continue to practice innovation on the basis of the above three points (Li & Nesbit, 2014). For example, the senior management or operation organization department of the relevant unit can also re-organize and screen and evaluate the relevant outstanding technical talents through joint management with the senior management of the unit in a timely manner. Considering the adjustment plan of annual employee performance salary and assessment target distribution, we are considering re-screening and adjustment appropriately. Adopt flexible incentive and constraint distribution measures in a certain proportion range to enhance the enthusiasm of mobilizing key employees to work. Further significantly reduce the significant negative performance impact that this passive reconfiguration can have on employees and their teams. Make its management team members fully and effectively realize the positive correlation between enhancing the pursuit of personal intrinsic value and improving the long-term, sustainable and sound development performance of the whole enterprise, and then consciously and orderly devote themselves to the operation and work of the enterprise and subsequent organization (Goffee & Scase, 2015). From the long-term strategic perspective of the strategic planning and layout of production, operation and management, we should carefully examine all kinds of strategic human resources, scientifically organize recruitment according to the job responsibilities of various companies, reasonably and effectively allocate and arrange various specific tasks for them, and fully tap the work, learning and growth potential of various employees of the company as much as possible (Xing et al., 2016). And long-term adhere to the use of educational theoretical knowledge and in-depth enterprise field practice operation training combined with training of compound talent training. Constantly learn to enrich and enrich their various professional knowledge of their own enterprises, improve their own work skills, and maximize the enthusiasm of employees to learn various positions of work technology and the initiative of scientific and technological

innovation practice. Thus, it can significantly improve the competency of employees in various positions and the satisfaction of working environment in various positions. This can comprehensively and effectively enhance the competitiveness of the enterprise and lay a good and reliable technical foundation for the stable and rapid development of the enterprise in the future.

Through these countermeasures, enterprises can respect the traditional culture while cultivating a corporate culture that is both inclusive of traditional values and adaptable to modern needs (Zhong, 2024). This helps to maintain the positive impact of traditional culture while creating a work culture that is better suited to today's business environment. These measures help ensure that the performance appraisal system is more scientific, impartial, and aligned with the company's goals and values while emphasizing traditional culture. These countermeasures will help optimize the management structure and innovative management methods of enterprises, integrate traditional culture into enterprise human resource management, and promote employees' sense of participation and identity. Such a system will motivate employees and promote the long-term development of the company and the personal growth of employees.

5. CONCLUSION

Chinese traditional culture plays an important and unique role in enterprise human resource management. Through the deep understanding and effective application of traditional culture, enterprises can not only enhance their own cultural soft power, but also establish a unique competitive advantage in the increasingly fierce market competition. The influence of Chinese traditional culture on enterprise human resource management is mainly reflected in three aspects: employee values, management style and enterprise culture. It emphasizes the importance of family values, respect for elders and authority, interpersonal relationships, trust and loyalty, and cultural traditions. These factors can form a unique management style in an enterprise, contributing to employee satisfaction and organizational stability. However, it is also important to note that the impact of traditional culture can vary from company to company and industry to industry, and needs to be adapted and adapted to specific circumstances. In short, digging and carrying forward the essence of traditional Chinese culture, and combining it with modern enterprise human resource management practice, can not only improve the management level and competitiveness of enterprises, but also help to promote the construction of enterprise culture and promote the harmonious development of enterprises. In the future, with the continuous development of China's economy and the improvement of its international influence, Chinese traditional culture will play a more important role in enterprise management, providing useful reference and inspiration for global enterprise management practice.

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