

Research on the Relationship among Enterprise Human Resource Management, Enterprise Innovation and Organizational Performance in China

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Abstract: *With the accelerating process of global economic integration, knowledge economy has become the main economic feature of the 21st century. This paper mainly introduces the problem of enterprise human resource management, first expounds the concept and composition of human resource management, then discusses the important role of innovation in enterprise human resource management, and finally puts forward some suggestions on how to improve enterprise human resource management. With the rapid development of market economy, technology and information, the process of global economic integration is accelerating, and knowledge economy has become the main economic feature of the 21st century. Under the condition of knowledge economy, the winning factor of enterprises in the competition is no longer the possession of material resources, but the continuous development and application of human resources that undertake the development, dissemination and application of knowledge. Talents have become the basic source that determines the value creativity of enterprises in the 21st century. Based on this, under the background of knowledge-based economy with economic globalization and international competition in the 21st century, the traditional human resource management mode can no longer meet the requirements of the development of knowledge-based economy. It is necessary to innovate the management concept, management mode, management system and management methods of human resources in order to improve the competitiveness of enterprises and promote the sustainable development of enterprises.*

Keywords: *Enterprise; Human resources reform; Manage*

1. The concept and composition of enterprise human resource management

Human resources refer to the sum total of people who have the ability to work in a certain social area, as a factor of production, and can promote economic and social development. There are provisions on the quantity and quality of human resources. From the quantity point of view, it is roughly equivalent to the number of labor force in a country or region at a certain time; In terms of quality, it is measured by the quality or working ability, technical level and proficiency of workers. Human resources, as the source of economic growth, can not only generate incremental income by itself, but also make the input of material resources and labor factors generate incremental income, which ensures that enterprises can obtain sustainable competitive advantage in the fierce market competition[1].

2. Analysis of the significance of innovation in enterprise human resource management

Talent is the core competitive advantage of an enterprise and the necessary guarantee for its scientific and sustainable development. Based on the importance of talent in enterprise development, we can divide enterprise human resources into general talents, core talents and special talents in the new period. The former is easy to obtain based on the sufficient supply of the market, including those who have received long-term education, are competent for professional work, and play a greater service value to enterprises, such as front-line production personnel and service personnel.

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3. Take measures to actively promote the innovation of human resources concept

Innovation is the main theme of future management and the driving force for economic and social development. The development of mankind depends on innovation, the progress of science and technology depends on innovation, and creating a new situation of human resource management also depends on innovation.

First of all, enterprises should establish the concept of serving talents. China's traditional personnel management is an all-round monopoly management. Paying attention to management and neglecting service is one of its important features. Nowadays, human resource management has changed from single management in the past to diversified, multi-level and all-round services. Over the years, the service function of human resource management has been expanding day by day, and the service businesses such as talent market, personnel agency and talent leasing have become increasingly mature. Meeting the needs of talents, safeguarding the rights and interests of talents and promoting the development of talents have been put on the important agenda.

Secondly, enterprises should establish the concept of talent psychological management. The era of rigid management is coming to an end, and the era of flexible management has come. The future management is: combining hardness with softness, giving priority to softness, taking softness with rigidity, and controlling rigidity with softness. Modern managers must be good at using the methods of psychology and behavioral science to study the psychological phenomena of employees, understand their psychological needs and grasp their psychological laws. To establish the concept of people-oriented management, the traditional personnel management is centered on things, with heavy objects neglecting people, seeing things but not people, and treating people as tools of labor. Modern human resources development emphasizes people-centered, and it is necessary to promote the unity of the two developments, that is, to promote the healthy and sustainable development of the economy and society, and to promote the all-round development of people themselves. "For the free and all-round development of all people". This is not only the highest proposition of Marxism, but also the highest proposition of modern human resource management workers. People-oriented, people-oriented management and meeting people's development needs to the greatest extent should be the important concepts of modern human resource workers.

Thirdly, constantly innovate the human resource management methods of enterprises. The development and growth of an enterprise requires the close cooperation of all employees and team spirit. How can we achieve the goal of playing both the role of core employees and the overall role of the team? The current team

The same management mode may motivate some ordinary employees, but at the same time it will discourage other knowledge-based employees, or both of them will be discouraged, so it is difficult to play the overall role of the team. And the establishment of a common vision, personalized management for all kinds of employees with different cultural backgrounds and different needs according to their different roles in the enterprise, also known as power change management (such as different recruitment forms, different salary and incentive systems for different employees, etc.), can meet the needs of different employees, thus promoting employees' demand for new knowledge achievements. The needs of employees are becoming more and more diversified, and enterprises should pay more attention to the implementation of personalized human resource management.

In the era of knowledge economy, innovation ability is actually the embodiment of organizational competitiveness. If an enterprise wants to develop continuously and maintain a strong competitive advantage, it must have a group of talents with the most advanced knowledge and skills. The human resource management department has taken on the burden of attracting, managing, developing and training talents. It is of great significance in all kinds of management of organizations to take people as the strategic resources that are always full of vitality and rapid development in the fierce market competition, constantly innovate and improve the human resource management system, management means and methods, and establish a human resource management system that adapts to the characteristics of the times and conforms to the characteristics of the organization[4].

4. The change of the concept of human resource management in Chinese enterprises

4.1 Change the concept, abandon the old concept of personnel management, and establish a new concept of human resource management

Managing human resources as resources is a change of management concept, because any mistake in the allocation of human resources is a waste of management. The biggest difference between human resources and other resources lies in its initiative, creativity and value-added. People can actively adapt to the needs of work in business, and through the accumulation of education, training and practical experience, work creatively, give full play to people's potential and create greater profits for enterprises. At the same time, people's comprehensive ability and self-worth have been fully improved. Luska,

winner of the Nobel Prize in Economics in 1995, once said that combining the concept of technology with human capital is the real source of output growth.

The core idea of human resource management is: human resource is a kind of enterprise resource, and it is the first resource. The essence of human resource management is to make effective use of this resource. Based on this idea, human resource management should pay special attention to the following aspects: First, the utilization of human resources and the accounting of cost and value. When an enterprise makes use of its own monetary and material resources, it will definitely make cost and value accounting. Since human resource is also a kind of resource, and it is the first resource, the cost and value of this resource must be calculated. The cost of human resources refers to the expenses or expenditures of recruitment, employment, education, training, salary, welfare, insurance, management, etc. incurred by enterprises in order to obtain human resources. The value of human resources is represented by the value created by laborers in labor. It is divided into two parts; Part of it is paid to workers to compensate for their mental and physical consumption and maintain the labor ability of human resources. It can be called "compensation value", which is usually represented by wages or salaries, welfare expenses, etc.: a part of it is converted into profits, which can be called "conversion value", which is the benefit that workers bring to enterprises and society. The increase or decrease of human resources is manifested as the increase or decrease of "compensation value" and "transformation value". The value V created by labor force used by Marx in Capital refers to the value of human resources. Nowadays, enterprises in western countries focus on how to maximize the value of human resources, rather than minimizing the salty cost of human resources. The second is the utilization of human resources, focusing on the overall grasp from the strategic height. Human resource management is an important part of business strategy, because the essence of business strategy is the strategy of using resources to achieve the expected goals of the organization in a specific environment. Human resources are the most important resources in international competition and competition among enterprises. Human investment is the most promising investment for the development of enterprises. Thus, human resource management naturally becomes the most decisive content in enterprise management, and the position of human resource management department will rise to strategic department. In contemporary American companies, the vice president of personnel has become an important member of the decision-making team. Third, the use of human resources, there is a long-term plan. That is to say, according to the requirements of sustainable development of enterprises, in the allocation and development of human resources, not only the current needs, but also the short-term and long-term needs should be considered. Human resource management is more focused on the future. It pays more attention to how to develop people's potential ability to continuously improve the efficiency of enterprises. It pays more attention to the investment in attracting talents, cultivating talents and inspiring morale. Therefore, in terms of budget, we don't take "the most economical" as the main goal, but seek the best value and the best way of input and output in the foreseeable planning period.

4.2 Get out of the misunderstanding of traditional personnel management and carry out modern human resource management

First, boldly reform the organizational structure to improve the position and role of the human resources management department. The establishment of a real human resources department will enable it to have greater functions, develop human resources in an all-round way as a exploitable resource; change the dependency status of traditional personnel management which lacks independence, obtain the leadership of the immediate supervisor (such as the first deputy), participate in the formulation of the overall strategy of the organization, etc., improve the status of the human resources management department, and give full play to its role. Second, strengthen the construction of human resources management team. Pay attention to improving the quality of human resource managers, v enrich and improve the membership structure, and make it clear that human resource management is not only the business of human resource management departments, but also the business of managers at all levels, thus forming the advantages of group development of human resources. Third, do a good job in organizational design. Without organization, there is no management. For an enterprise, the most important thing is to do a good job in its management and organization, so it is necessary to choose an appropriate management system, leadership system and business management system, and design a management information system. Fourthly, it is necessary to formulate human resource plans and human resource management policies. According to the enterprise's objectives, tasks and organizational design, determine the enterprise's demand for all kinds of personnel and their sources, and formulate various policies and systems for developing human resources, such as labor and employment system, cadre policy, distribution policy, etc. Supplement or update personnel, including recruitment, examination, selection of new employees, arrangement of retirement, resignation and dismissal of

employees who are old or unsuitable for organizational tasks, etc.

4.3 Use the correct means of washing and stimulating to achieve a good incentive effect

First of all, we should change the idea that high salary is the only means to attract talents. In fact, to attract talents, you don't have to pay a high salary. Peng Haili, a famous trainer of American International Management Technology Company, gave a lecture to senior managers of two Sino-foreign joint ventures in Anzheng a few days ago, and asked the trainees to make a list according to the importance of incentive factors. Just when many people put high salary first and sense of participation last, Peng Haili published a survey result from employees of enterprises; The first place is recognition of work achievements, the second is sense of participation, and the fifth is high salary. The conclusion of this survey is that "incentives don't necessarily cost a lot of money". Maslow's "hierarchy of needs theory" holds that material needs are lower-level needs, while the needs of self-esteem and self-achievement are higher-level needs of human beings. Therefore, enterprises not only provide competitive salary, but also provide challenging jobs and promotion training opportunities. Having reliable leaders and creating a good corporate culture can be effective incentives for enterprises.

Secondly, in order to achieve effective incentives, we must establish a correct incentive contract mechanism and performance appraisal system to enhance the vitality and competitiveness of human resources. Specifically, on the one hand, it can increase employees' sense of belonging and create an atmosphere of healthy competition through the difference of post salary, the establishment of reward fund, promotion, ability training, corporate culture and the cultivation of team spirit. On the other hand, the behavior of employees is restrained by the corresponding rules and regulations, rewards and punishment regulations, so that employees can understand what should be encouraged, what should be opposed and what should be controlled, thus forming a management system covering all internal work and personnel in all positions.

Finally, although high salary is not the only means to attract talents, it is still necessary to establish a fair and effective salary and welfare mechanism that can fully reflect the value of talents. Enterprises should provide knowledge talents with a reward commensurate with their contributions, so that they can fully enjoy the wealth they have created. An effective enterprise system compensation system covers two aspects:-the short-term effect of money stimulation. The short-term effect of money badge is the most basic element to motivate employees to work, that is, salary and bonus, which should also be the foundation of the compensation system. Second, equity and other long-term incentives. It seems that the proposal of adopting incentive schemes and the short-term benefits of these schemes can solve the problem, but the fact is that at present, employees in many enterprises are not limited to obtaining such short-term benefits, but also need long-term benefits protection. This is the option system that we often refer to, which increases the cohesion of enterprises in the form of dividend rights and equity rights. This system has shaped the capital-based market-oriented distribution relationship between enterprises and employees within enterprises, formed a community of interests between employees and enterprises, and combined the development of employees and enterprises more closely. From a deeper theoretical level, this practice is actually to establish the property right status of human capital, so that the owners of human capital really have some residual claims.

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