

Analysis on the Type of Enterprise Human Resource Management Mode

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Abstract: In modern enterprises, human resource management occupies a very important position, which has a direct impact on the operation efficiency and cost of enterprises. In the enterprise human resource management, there are many different management modes, suitable for different situations, the choice of human resource management mode is an important factor to determine the development of enterprises. This paper briefly expounds the mode of human resource management, and discusses the constraints of mode selection, so as to provide reference for the progress of enterprise human resource management.

Keywords: Human resource management mode, Selection factors, Probe into.

1. Introduction

In recent years, with the continuous development of market economy in our country, enterprises are facing increasingly fierce market competition, and improving their competitiveness is the basic requirement for the development of modern enterprises. Human resource management is one of the key factors of enterprise competitiveness, which has been paid more and more attention by enterprises. However, due to the different actual conditions of enterprises, they cannot use a unified management mode. Therefore, it is an important task for enterprises to scientifically select a suitable human resource management mode.

2. Overview of Human Resource Management Mode

2.1. Concept of human resource management mode

The human resource management model is not inherent. It is a management mode implemented by managers or organizational personnel according to certain management concepts in the long-term practice process, and recognized and complied by all members. It has definite human resource management objectives and is clear in the content, process and method of management are given.

In the human resource management mode, it not only reflects the related concepts of human resources, but also summarizes the same type of human resource system. In terms of operation, the human resource management mode is between the ideological level and the side level, which is usually expressed in a specific flow chart.

Human resource management mode is based on the organization, culture and environment of the enterprise. According to the scientific management theory, the main factors in human resource management activities are highlighted from the aspects of management ideas and objects, so as to form a feasible framework and flow chart for human resource management rational behavior provides corresponding guidance [1].

2. Type of Human Resource Management Mode

In the classification of human resource management modes,

the classification standards and types are different from different perspectives. The perspective adopted in this paper is the perspective of human nature hypothesis. In domestic and foreign studies, human resource management modes under the assumption of human nature can be divided into three categories:

One is the commitment type human resource management mode.

In this mode, it is mainly to improve the commitment of employees to the enterprise, so that the goals of employees are consistent with the goals of the enterprise, and the management methods mainly include strengthening the fairness and strictness of the recruitment process, establishing internal career development channels, doing a good job in the training of employees, and building incentive mechanisms to give employees enough protection and so on.

The second is the control human resource management mode.

In this management mode, the main purpose is to control the cost of human resources, and to regulate and restrict the behavior of employees through strict management system, so as to stimulate the value of employees to the greatest extent. In terms of management mode, performance appraisal is result-oriented, and employees have fewer training opportunities and salary. The compensation mechanism is fixed, and human resources mainly come from external market employment.

The third is the mixed human resource management mode.

2. Discussion on the Selection Factors of Human Resource Management Mode

In the selection factors of enterprise human resource management mode, it will not only be affected by the enterprise's own situation, but also by the interference of external environment. The specific selection factors are as follows:

1. Internal selection factors

The enterprise is the main body of the choice of human resource management mode. The goal of the choice of human resource management mode is to promote the development of the enterprise, which must be based on the actual situation of the enterprise. Therefore, all aspects of the enterprise will affect the choice of human resource management mode.

First, the strategic factor. Corporate strategy is the goal of

the future development of the enterprise and the steps that need to be implemented, including many aspects, such as business philosophy, corporate positioning, development model and corporate plan, etc. Human resource management must be centered on corporate strategy, adjust and change in a timely manner according to strategic requirements, and maintain the high degree of alignment between the two, in order to ensure the realization of corporate strategy. Enterprise strategy is an important factor influencing the choice of human resource management model [2].

Second, the ownership factor. In China, the ownership of enterprises can be divided into state-owned and non-state-owned two kinds. In state-owned enterprises, the salary and treatment are stable, the welfare conditions are good, and the personnel management system is mostly fixed. In non-state-owned enterprises, the personnel management system is relatively flexible, and the management mode tends to be externalized. Therefore, in the choice of human resource management mode, the difference of enterprise ownership will lead to different emphases and different modes. Therefore, from this perspective, enterprise ownership will also have an impact on the choice of human resource management mode.

Third, life cycle factors.

Enterprise organization has a life cycle from establishment to development and decline. At different stages, the choice of human resource management mode is also very different. For example, in the start-up period of an enterprise, the resources of the enterprise are limited, and talent is the guarantee for the survival of the enterprise, but due to capital, office and so on conditions limit, usually do not set up a human resources department, but to attract and retain talents with long-term vision; In the growth period of enterprises, the economic strength of enterprises increases, the number of employees increases, it is necessary to establish human resource management system to restrict the behavior of employees, so that human resource management tends to be standardized.

Institutionalization to ensure the normal operation of the enterprise. It can be seen that the enterprise life cycle is a key factor in the choice of human resource management mode.

Fourth, capital scale factor.

Capital is the basis of personnel recruitment and organization, which determines the number and scale of the enterprise. When the enterprise has less capital, the number of personnel is relatively limited, the internal organizational structure is simple, and the human resource management is relatively simple. When the company has sufficient capital, the number of people will continue to increase.

In addition, the internal structure is becoming more and more complex, which requires a systematic and perfect human resource management system to ensure the play of the value of human resources. Therefore, only after the enterprise has developed to a certain scale, it is necessary to choose the human resource management mode and improve the level of human resource management. Financial scale will affect the choice of human resource management model [3].

Fifth, cultural factors.

Culture is an important part of an enterprise. In traditional Chinese culture, the prevailing concepts are "people-oriented" and "the golden mean". Under this concept, human resource management is more inclined to humanization, morality and interpersonal harmony. In Western culture, more emphasis is placed on the rule of law, scientific, quantitative analysis and individualism, and its human resource

management has distinct marketization characteristics. Therefore, the cultural characteristics of enterprises will determine the direction of human resource management mode selection to a certain extent.

The choice of enterprise human resource management mode is not independent, but a process of mutual selection with the external environment. There are also some influencing factors in the external environment, mainly including the following aspects:

First, the competitive factors in the talent market.

The source of human resources of enterprises is mostly the talent market, and the fierce degree of competition in the talent market determines the cost and difficulty of acquiring and maintaining human resources of enterprises. When the talent competition is weak, there are many talents in the market, the supply exceeds the demand, and enterprises occupy a dominant position and can follow the crowd. Talents are highly replaceable. Enterprises do not need to spend too much investment to retain talents, and most of them will choose the controlled human resource management mode [4].

The second is the industry technical characteristics.

Industry technology includes two aspects, one is the intensity of technology, the other is the speed of technology update, when the industry technology intensity is high, the speed of technology change is fast, the enterprise needs to strengthen the training of technical personnel, so that they can master new knowledge, in order to ensure the competitiveness of the enterprise and market advancement, human resource management mode should be inclined to the commitment type. In enterprises with low technology intensity and slow technology change, production work is mostly repetitive, and low cost is the direction of enterprise human resource management, and its management mode should be controlled.

Third, the choice of human resource management mode

It can be seen from the above that when enterprises choose human resource management mode, they will be restricted by various factors of the enterprise itself and the external environment. In order to ensure the scientific selection of human resource management mode, give full play to the role of human resource management, and ensure the healthy development of enterprises, it is also necessary to follow the rules

The following methods are used to select:

1. Strengthen the analysis of the current situation of enterprise human resource management

The human resource management model will eventually be implemented in the current human resource management of enterprises. On the other hand, it is an important basic work to strengthen the analysis of the current human resource management situation of the enterprise, the main contents include: the implementation situation, the impact on the performance of the enterprise, etc. Through analysis and evaluation, the existing problems are found, the accurate basis for the selection of human resource management mode is provided, and clear objectives are formulated.

2. Make decisions on the selection of human resource management mode

On the basis of the above analysis and evaluation, combined with the internal and external constraints existing in the selection of human resource management mode, the matching relationship between each factor and the three management modes is determined, the severity of constraints is analyzed, and the most suitable one is selected from the commitment, control and mixed management modes

The current human resource management needs of enterprises can effectively promote the improvement of the human resource management level of enterprises and make human resources create greater value.

3. Evaluate the effect of the implementation of human resource management mode

The selection of human resource management mode does not end with the determination of the type of mode, but also with the evaluation of its implementation effect. Specifically, according to the selected human resource management mode, the current organization and department setting of human resource management of the enterprise should be improved, corresponding systems should be formulated and various work norms should be improved, including recruitment standards and procedures, training programs and salary systems. The human resource management model should be implemented into the actual work, and its work effect should be scientifically evaluated to judge whether the selected human resource management model is reasonable [5].

4. Make appropriate adjustments to the human resource management mode

Human resource management mode is not invariable. With the continuous development of enterprises, the factors restricting the selection of human resource management mode will change constantly, and it is necessary to adjust them accordingly. Therefore, enterprises should establish the concept of dynamic development and track the development of enterprises, including

The human resource management mode should be appropriately adjusted to meet the human resource management needs of enterprises, optimize the human resources of enterprises, and promote the improvement of enterprise performance [6].

3. Conclusion

In combination with the above, human resource management is an important part of enterprise management and an important work for the healthy and sustainable development of modern enterprises. In the choice of human resource management mode, due to the differences in the enterprise's own situation, there are many factors that affect the choice, including internal strategy, culture, scale, ownership, life cycle, external technical characteristics of the industry, talent market competition and so on.

Therefore, the enterprise should pay attention to the correct understanding of these influencing factors and the choice of human resource management mode.

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