

Research on Human Resource Management Mode of Foreign-invested Enterprises under Diversified Employment Mode

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Abstract: In order to be invincible in the fierce market competition, enterprises must break the long-term and stable labor relations and adopt more flexible and flexible employment methods. With the diversification of employment methods, various employment methods appear constantly. In the process of modern enterprise system change and management innovation, diversified employment methods have been rapidly developed and widely used. In practice, no matter what point of view, the focus is on how to distinguish traditional employment from atypical employment. Most of the employees of FIE (Foreign-Invested Enterprises) are Chinese employees. In the past, many FIEs focused on the quality of products and the management of production, but did not pay enough attention to HRM(Human Resource Management). Taking diversified employment as the breakthrough point, this paper expounds the influencing factors of FIE HRM on the basis of summarizing the related concepts of diversified employment, and focuses on the construction of FIE HRM mode under diversified employment mode, with a view to providing reference for the development of enterprises.

Keywords: Human Resource Management, Foreign-invested Enterprises, Diversified Employment.

1. Introduction

Explaining the causes of performance differences among enterprises is one of the long-term concerns in the field of organizational research [1]. Under the traditional employment mode, high labor costs and rigid employment rules have become the bottleneck restricting the development of enterprises. FIE (foreign-invested enterprises) must break the long-term and stable labor relations of enterprises and adopt more flexible and flexible employment methods if it wants to be invincible in the fierce market competition.

Diversified employment determines the diversified working methods of employees and employment relationships in enterprises, provides brand-new management ideas and methods for the reform of employment system in modern enterprises, and also makes the HRM (Human Resource Management) work of enterprises tend to be rich and diversified [2]. Therefore, based on the theory of human capital, this paper constructs a diversified employment model according to the strategic value and uniqueness of human capital, and puts forward the strategy of organizational differentiation HRM accordingly, in order to realize the synergistic effect between FIE heterogeneous HRM practices.

2. Related Concepts of Diversified Employment

With the diversification of employment methods, various employment methods appear constantly. This paper holds that atypical employment has the following characteristics: first, the working form in enterprises or organizations is different from the traditional full-time employment method, and both employers and employees do not expect the existence of explicit or implicit continuous employment and labor relations; Second, the working hours of employees are uncertain; Third, the formation of the employment relationship between employers and employees may lead to

the intervention of a third party. In this atypical employment relationship, on the one hand, employers and employees sign a limited-term work contract, and the agreement on work tasks is relatively more detailed, which has the characteristics of market transaction relationship [3-4]. On the other hand, employers have the right to adjust the specific work content of atypical employees within a certain range according to the changes in future market conditions, so it has the characteristics of hierarchical management relationship.

In the process of modern enterprise system change and management innovation, diversified employment methods have been rapidly developed and widely used. In practice, no matter what point of view, the focus is on how to distinguish traditional employment from atypical employment. In other words, who should establish a long-term and stable employment relationship, that is, internalization; Who wants to establish a short-term contract or cooperative relationship, that is, externalization [5]. Employers and employees no longer regard mutual trust and loyalty as a hidden rule, but prefer to regard their relationship as a transactional contractual relationship [6].

Diversified employment can be defined as a transaction or exchange between enterprises and employees. In the process of behavior, enterprises adopt diversified employment methods for different employees, which determines the diversified working methods of employees within enterprises and the diversified employment relations of enterprises, as shown in Figure 1.

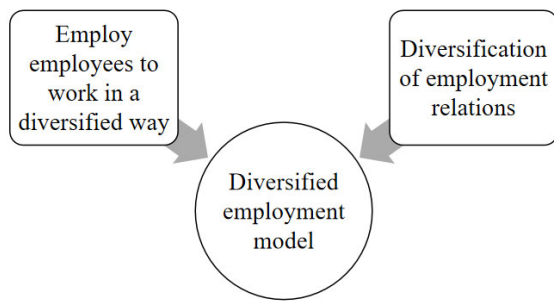


Figure 1. Diversified employment model

The difference between diversified employment and atypical employment lies in that atypical employment emphasizes more on the nature of employment itself and the state of employees, and highlights the impact of a change in employment methods on workers' work content and job stability. Diversified employment refers to the introduction of other employment modes on the basis of the original employment system, such as temporary employment, business outsourcing, contract employment and other diversified employment modes. It emphasizes the influence of the change of employment mode on the comprehensive management efficiency of enterprises.

3. Analysis of influencing factors of FIE HRM

3.1. Talent competition factors

The vast majority of FIE employees are Chinese employees. In the past, many FIEs focused on the quality of products and the management of production, but did not pay enough attention to HRM. In FIE, the Chinese person in charge was usually responsible for the management of HR [7-8]. FIE is aware of the important role of talents in promoting the development of enterprises. Many FIEs want to retain valuable employees through high salary policy, and at the same time, they also want to develop HR through their own strength, especially senior managers. At the same time, in order to compete with large multinational companies for talents, FIE has also carried out continuous reforms in the personnel system.

3.2. Strategic management factors

The HRM function of FIE tends to be in line with the enterprise strategy and related to the business objectives of the enterprise. HRM department tends to be the partner of the company's business department, and through the implementation of HRM policy, employees are guided to become the company's business partner. If it is a developmental parent company, HRM performance evaluation mainly depends on their long-term performance rather than short-term personal performance, and at the same time, it can provide employees with broad development opportunities. However, the basic salary of this FIE is usually low, but the potential for bonuses and dividends is relatively large.

3.3. Management style factor

Compared with traditional employees, the career development path of atypical employees is greatly restricted. Corporate culture is the sum total of unique business

philosophy, business behavior and social responsibility formed by enterprises in the long-term production and operation process. Corporate culture is the soul of an enterprise and an inexhaustible motive force to promote its development. However, in the process of adopting diversified employment methods, enterprises often ignore the importance of corporate culture and lack the education of corporate culture for employees. However, in the process of adopting diversified employment methods, enterprises often ignore the importance of corporate culture and lack the education of corporate culture for employees.

3.4. Legal environment factors

Under the diversified employment mode, the improvement of market liberalization and the adjustment of relevant employment and social security policies have promoted the formation and development of atypical employment in markets with different developed levels. There is still a certain gap in the protection of atypical employees in China. In particular, there is no clear regulation on the social security of atypical employees, and they often can't get the basic system guarantee, which will not only affect the employment of atypical employees in enterprises, but also make some enterprises use policy loopholes to carry out illegal employment or take different pay for equal work, which is not conducive to the long-term development of enterprise HRM.

4. Construction of FIE HRM mode under diversified employment mode

The enterprise's goal will eventually be achieved through employees. In order to further improve the enterprise's HRM level and a new HRM model in a diversified employment environment, we should pay attention to the transformation from management to empowerment, and explore and shape a new HRM model of empowerment. The FIE HRM mode under diversified employment mode is shown in Figure 2:

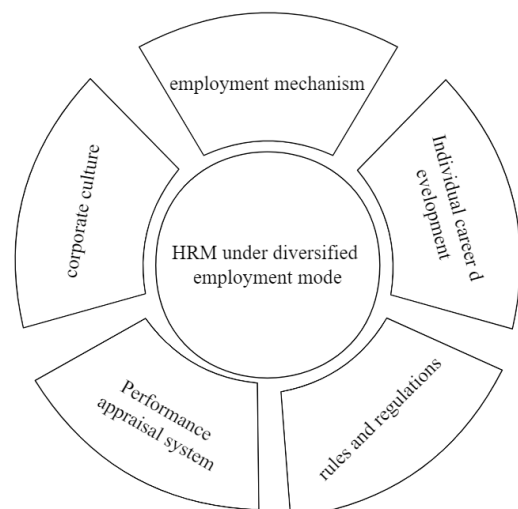


Figure 2. FIE HRM mode under diversified employment mode

4.1. Establish a standardized and reasonable employment mechanism

FIE adopts an institutional management mode, pays attention to formulating and implementing detailed rules and regulations, and emphasizes the procedures, stability and efficiency of enterprise operation. The leaders are organizers,

coordinators and supervisors. Enterprises adopt diversified employment methods first, and the flexibility of talent allocation meets the needs of enterprises to cope with environmental changes; Second, enterprises can find special professionals needed for their own development through diversified employment; Third, enterprises can observe and evaluate employees in the process of employment, and reserve talents for future development. Atypical employment gives employees more choices, and employees can move freely according to their own situation and changes in the external environment.

First of all, enterprises should clarify the scope of application of different employment methods. For the core business of an enterprise, it should be handed over to traditional employees as far as possible, and for the work with strong substitutability and high repeatability, it should be handed over to atypical employees. Through reasonable division of labor, people and jobs can be matched to promote the development of enterprises. Secondly, enterprises should also do a good job in recruiting employees. According to the job requirements, set up a strict recruitment process to screen out the employees who meet the recruitment requirements best. Finally, enterprises need to establish a scientific performance evaluation system [9]. Considering the high cost of traditional work supervision, it will be more feasible to adopt quantitative work indicators in performance evaluation.

4.2. Perfecting the development mechanism of individual career under the multi-employment mode

After employees enter the enterprise, individual career development takes enterprise organization as the carrier and is influenced and restricted by specific enterprises. Diversified employment mode enables enterprises to change the scope of employment and comprehensively utilize internal and external labor resources; The original stable employment group of the enterprise has changed; The time base and personnel base of employee career development have been destroyed; The psychological contract reached between employers and employees has also been destroyed, which greatly reduces the mutual loyalty between them.

First of all, establish the concept of changeable career. Volatile career refers to the fact that employees have to change their career direction frequently because of their differences in hobbies, abilities and personal values, as well as changing organizational policies and working environment changes [10]. The idea of employees' changeable career can make them face the challenges brought by the diversified employment model more calmly.

Secondly, strengthen the development of individual employability of employees. The mobility of employees between different organizations and within organizations has become the norm in the process of their career development, and the personal market competitiveness of employees has become a new evaluation index of career success. Employees should establish a positive employment attitude and actively participate in the training of various vocational projects, so as to improve their various work skills and employability, strengthen training and exercise to adapt to various flexible working environments, and solve the current situation of low matching between their own abilities and jobs.

4.3. Improve the rules and regulations related to HR

Perfecting the rules and regulations related to HR is an important part of HRM in a diversified employment environment. Empowering organizations and stimulating organizational vitality require theoretical innovation and tool innovation of HRM departments. Among them. The innovation of rules and regulations is particularly necessary, which can cope with changes in the external environment and adapt to new business. With the implementation and optimization of management details, we can maximize the enthusiasm and motivation of enterprise members and make the work style scientific. For example, the incentive model in HR can adopt diversified methods, establish a model combining short-term incentives with long-term incentives, make the work objectives of enterprise employees more clear, and mobilize the enthusiasm of enterprise employees with standardized systems.

4.4. Establish a scientific performance evaluation system

In FIE, when there is a vacancy, internal promotion or job transfer is adopted to fill the vacancy, and only when there is no suitable candidate inside, can we recruit from the external market. Its specific practice is: when there is a vacancy, first recruit in the company. For the defect that internal promotion may bring "inbreeding talents", FIE makes up for it by strengthening training and constantly introducing new management concepts. An objective and scientific talent evaluation system is the primary measure to effectively prevent the risks of diversified employment. Scientific and reasonable performance appraisal system is not only an effective management method for existing long-term employees, but also an important management means and effective way to supervise and guide atypical employees. In the process of management, the evaluation results should be combined with performance bonus and career development channel in time, which not only reduces the difficulty of HRM, but also attracts and adds outstanding talents for the enterprise.

4.5. Building a good corporate culture

Corporate culture is an important tool to maintain the relationship between enterprises and employees, and building a good corporate culture requires the joint efforts of enterprises and employees. For traditional employees, because they have established a long-term contractual relationship with enterprises, enterprises should guide them to establish correct values and stimulate their potential to create greater value for enterprises. For atypical employees, enterprises should create an atmosphere of mutual trust and fair competition to stimulate their enthusiasm for work. In the process of operation, enterprises should establish the management concept of "people-oriented". Paying attention to humanistic care and help for employees is very important for HRM in a diversified employment environment. People-oriented is the concept that must be followed in the process of enterprise development. Giving employees humanistic care, making them feel the care of the enterprise, making them truly realize the sense of responsibility as masters, and activating their real intrinsic value will play a multiplier role for HRM.

5. Conclusions

Diversified employment determines the diversified working methods of employees and employment relations in enterprises, provides brand-new management ideas and methods for the reform of employment system in modern enterprises, and also makes the HRM work of enterprises tend to be rich and diversified. FIE is an important part of promoting China's economic development. In HRM, we must pay attention to the different factors that affect HRM, and the HRM department should solve them in a targeted manner so that employees can better serve FIE. Diversified employment has become an inevitable trend of enterprise development. It is not easy to judge whether diversified employment is good or bad. It is necessary to comprehensively consider the advantages and disadvantages of diversified employment according to the environment and self-development of the enterprise, and take effective measures against the existing disadvantages, so as to maximize the benefits of the enterprise.

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