

## Research of the Path of Implementing Human Resource Management from the Perspective of Cultural Strategy

Fengxiang Jiang<sup>1,\*</sup>, Yufan Yuan<sup>2</sup>, Tong Liu<sup>3</sup>, Haihui Yu<sup>4</sup>, Zhiqiang Ren<sup>5</sup> and Weixuan Yuan<sup>6</sup>

Xi'an Peihua University, Xi'an Shaanxi 710125

**Keywords:** Cultural strategy, Enterprise culture, Human resource management, Strategic human resource management.

**Abstract.** With the increasingly fierce competition between enterprises, human resources have become the strategic resources of enterprises. However, human resources management needs to pay more attention to "people-oriented", and enterprises need to implement human resources management from the perspective of cultural strategy in the new era. we should construct a new human resource management system for enterprises, through the strategic use, management, control, detection, maintenance and development of human resources, and comprehensively construct the strategic human resources management concept system, strategic organizational management system, strategic work management system, strategic human resource allocation system, strategic compensation management system, strategic performance management system, strategic training and education system and strategic personnel training system to create more value for enterprises from the perspective of cultural strategy. This paper first expounds the connotation of cultural strategy and enterprise culture, then discusses the importance of cultural strategy to human resource management, and finally tries to explore the path of implementing human resource management from the perspective of cultural strategy.

### Introduction

With the change of employees in the new era, the competition among enterprises is becoming more and more intense, and more enterprises attach importance to the role of human resources. Third-rate enterprises rely on the rule of man, second-rate enterprises rely on the rule of law, and first-rate enterprises rely on cultural governance. Enterprise culture can gather the hearts of the people, rally strength, spread the management concept and management concept of the enterprise, improve the quality of talents, and form a sustained and effective mode of talent. Therefore, in order to enhance their competitive strength, enterprises need to strengthen the construction of enterprise culture, improve the psychological contract of employees through cultural governance, improve the self-efficacy of employees, so as to create more benefits for enterprises and achieve a win-win situation between enterprises and employees.

### An Analysis of the Connotation of Cultural Strategy and Enterprise Culture

Cultural strategy refers to the basic guiding ideology, objectives, methods and strategies for an enterprise, enterprise or organization to spread and develop its own cultural soft power. The enterprise culture strategy pays attention to the rational analysis of the internal and external management and development environment, and clearly uses the cultural strength to improve the effect of human resources management, constructs a clear vision and blueprint, determines the objectives of human resources management, and follows the enterprise development strategy to implement human resources management from the perspective of cultural strategy to form a systematic enterprise culture, so as to improve the efficiency of human resources. Enterprise culture is the general name of ideology and material form, such as values, codes of conduct and so on, which are commonly accepted by the majority of employees in the process of enterprise development. Enterprise culture is formed in the process of enterprise development, which in turn affects the development of enterprises.

## The Importance of Cultural Strategy for Human Resource Management

The construction with rich cultural connotation, strong cohesion and vitality, good sense of teamwork and innovation, strong anti-risk ability and competitive ability of the enterprise culture, is the source and driving force of the sustainable development of enterprises, is the effective cornerstone of the sustainable development of enterprises. The implementation of human resource management from the perspective of cultural strategy is conducive to guiding thought and value through culture, strengthening the cohesion and centripetal force among employees, and forming the psychological contract of employees.

### Culture Leads thought and Value

The enterprise needs to strengthen the cultural construction, develop the enterprise culture with profound connotation, lead the employee's thought and value through the positive culture, reduce the employee's negative attitude, is beneficial to adjust the employee's mentality, thus can strengthen the employee's work motivation, the employee acts according to the cultural value advocated by the enterprise, is beneficial to improve the employee's inner belief. Establishing a respectful, democratic and inclusive enterprise culture is also conducive to creating a good working atmosphere and improving the work efficiency of employees.

### Enhancing Cohesion and Centripetal Force among Employees

It is important to attach importance to cultural strategy for human resources, build a learning team, build a unified vision, set up a unified goal, unify the values and behavior of employees, and improve the cohesion and team spirit of the human resources team, through the construction of enterprise culture. Enterprise organization needs to strengthen the cohesion and centripetal force of enterprise employees through enterprise culture, fully mobilize employees' work initiative, enthusiasm, enthusiasm and fighting spirit, enhance organizational vitality, effectively improve organizational culture, strengthen team quality development. After all, good enterprise culture can bring pleasure and great satisfaction to enterprise employees, and enhance the spirit and ability of overall communication and coordination of enterprise organizations.

### Forming the Psychological Contract of Employees

At present, most enterprises attach importance to the establishment of labor contract relationship with employees to determine the rights, obligations and interests of both employees and enterprises, but do not pay enough attention to the psychological contract to regulate the relationship between employees and enterprises, cannot establish a common vision with employees, on the basis of a common vision to reach a consensus on the core values, so that employees lack a sense of identity to the enterprise, and cannot be united with the enterprise. Through enterprise culture, we can construct the common vision of enterprise organization and employees, implement human resource management from the perspective of cultural strategy, meet the emotional needs of employees, realize flexible management, enhance people-oriented, strengthen employees' career management in a flexible way, pay attention to the interactive communication of employees, attach importance to the two-way communication between management and employees, and promote the formation of psychological contracts through multiple measures.

### Cultivating Enterprise Culture with Its Own Characteristics

The culture is always accompanied by the change of the enterprise's historical development, strategic positioning, leadership style, industry culture, regional culture, brand culture and subculture. The enterprise can focus on cultivating the innovative enterprise culture according to the change of the environment in which the enterprise is in accordance with the actual, attracting the excellent cultural achievements at home and abroad, and refining the positive and upward enterprise culture concept, from the principle of practical, gradual, continuous and effective, in the strategic planning and tactics of the enterprise, The implementation of the system attaches great importance to the construction of the enterprise culture and the culture of the enterprise with its own

characteristics.

## The Path of Implementing Human Resource Management from the Perspective of Cultural Strategy

The development of enterprises cannot be separated from human resource management, which needs to cultivate and develop high-quality human resources, give full play to the value of talents, fully tap the potential of talents, implement human resources from the perspective of cultural strategy, enrich the connotation and spirit of human resource management, and provide more management means.

### To Pay Attention to the Concept of People-Oriented Management

First of all, according to the needs of development, enterprises should design the enterprise culture system and extract the core of enterprise culture-enterprise concept. First of all, the enterprise should set up the enterprise culture strategy committee and other relevant departments, by the special person responsible (preferably the highest leadership of the enterprise), and set up the enterprise culture implementation group, the most important thing in this process is to participate in the whole staff. Enterprises should constantly seek a value system with appeal and cohesion from the value staff of their employees, so as to unite tens of millions of employees and make the enterprise have great wisdom and action power. Constantly cultivate and strengthen excellent leadership, efficient persistence, continuous learning, strong cohesion and continuous creativity. In the process of implementing human resource management, enterprises should pay attention to the concept of people-oriented, and throughout the whole process of human resource management, pay attention to meeting the needs of employees, respecting employees, caring for employees, enhancing the fairness of employee management, helping employees to grow and develop themselves, fully tap the potential of employees, stimulate the initiative of employees, enthusiasm and creativity to create a harmonious atmosphere of work. Improve the self-efficacy of employees.

### To Pay Attention to the Values in the Recruitment of the Talent

Every enterprise has a few climbing stages, which requires loyal staff to work together to overcome the difficulties, and only those who agree with the enterprise's cultural values cannot be tempted by the short-term interests and stick to the enterprise's struggle. Many enterprises determine the requirements and recruit staff with common values at the time of recruitment. The "the most suitable person" may be the recognized "the best talent" of the industry, they all match the enterprise's development needs, can be well integrated into the enterprise's value culture system, and will be willing to grow with the enterprise. It's like a car with the most matching engine that can make a comprehensive performance to the extreme. From the recruitment stage to the best of the value and the enterprise's close talents, it is possible to improve the "survival rate" of the recruitment and reduce the unnecessary trouble brought to the follow-up work. In the process of enterprise recruitment, focus on the indoctrination of the value of the enterprise to the staff. The values of the enterprise need to be accepted and accepted by the staff and transformed into their own self-cultivation, so as to adjust their behavior with the belief and the spirit.

### To Enhance Communication between Democratic Management and Staff

In enterprises, we should improve the communication between democratic management and employees, enhance the ownership of employees, pay attention to democratic communication with employees, establish good employee relations, eliminate differences and contradictions, and ensure that employees can be treated fairly and reasonably. Enterprise culture strategy in the process of human resources management to enhance internal democratic dialogue two-way communication, enhance mutual understanding. Management should pay attention to staff consultation, listen to public opinion, and understand the situation; management on important decisions, important matters, sensitive issues in-depth consultation with the majority of employees' opinions or suggestions, enhance the sense of belonging of employees.

## To Construct Excellent Enterprise Culture System

From the perspective of cultural strategy, the implementation of human resources management requires the construction of excellent enterprise culture, the construction of enterprise cultural activity carrier, the creation of democracy, tolerance, understanding and harmonious enterprise culture, the cohesion and unity of employees, the formation of enterprise cultural feelings, more recognition of enterprise values, and the retention of outstanding talents for enterprises. Enterprises need to build an excellent enterprise culture system, establish a common value concept system between enterprises and employees, form a community of interests for the common development of enterprises and employees, establish a good enterprise image, cultivate the core expertise of enterprises and improve the core competitiveness of enterprises, and establish the conditions for the sustainable development of enterprises.

## To Pay Attention to the Construction of Enterprise Culture Communication System for Employees

In order to realize the application of the cultural strategy in the human resource management, the enterprise needs the effective communication of the enterprise concept, the shared value system and the tree-standing model to strengthen the benchmarking management, and need a role model for each department and the staff to study. The establishment of a model or an excellent figure can make all the employees feel the real impact, and to make the employees participate effectively in the enterprise culture, there is a need to establish a clear and diversified way. Such as an internal network, an enterprise public number, an internal newspaper, a network forum and a propaganda position.

## Conclusion

In a word, an excellent enterprise must build an excellent culture. The implementation of cultural strategy includes the establishment of comprehensive enterprise culture, brand culture, management culture and so on, which meet the requirements of development. The implementation of cultural strategy in human resources management is mainly to construct a competitive management culture.

## References

- [1] Keke Yu. The Path of Enterprise Culture to Improve the Performance of Human resource management of small and medium-sized enterprises[J]. Intelligence,2017 (12).
- [2] Changcheng Chen. The Analysis of Enterprise Culture to Improve the Performance of Human Resource Management in Small and Medium-sized Enterprises[J]. China's Collective Economy,2015 (27):102-103.
- [3] Yi Song, Source of Lightning and a Thunderstorm. The Analysis of Enterprise Culture to Improve the Performance of Human Resource Management in Small and Medium-sized Enterprises [J]. Journal of Management and Technology of Small and Medium-sized Enterprises, 2015 (3):1-1.
- [4] Jianxin Wu, Aiqi Sun. The Interactive Relation between Enterprise Culture and Human Resource Management[J]. Contemporary Workers, 2015 (4):92-93.
- [5] Yacha Huang, and Yuhong Song. Enterprise Human Resource Management Path Optimization under Big Data Background[J]. Management Observations, 2018 (7):36-37
- [6] Fu-un Duan, Hui Zhao. New Path of Enterprise Human Resource Management under the Background of Internet[J]. Science and Technology Economics, 2018 (1):178-178
- [7] Li Zhang. The Optimization Strategy of Human Resource Management in Colleges and Universities Based on the Idea of Tea Culture[J]. Fujian Tea,2018 (4):350-350