



The Influence of Strategic Human Resource Management and External Environment Configuration on Innovation in Science and Technology Enterprises

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ABSTRACT

The rapid development of my country's science and technology enterprises has gradually become an important growth point for the country's economic innovation and development. Compared with traditional enterprises, a technology enterprise is a knowledge-, technology- and talent-intensive enterprise entity with innovation as its core essence. Among many production factors, human resources have become the key factor to promote the growth and development of technology enterprises, which will directly affect whether the enterprise can obtain sustainable competitive advantages. External environment analysis is an important part of enterprise strategic management. The external environment mainly includes the macro environment of politics, economy, society, technology, etc., as well as the industry and market environment. Carrying out strategic innovation according to changes in the external environment and realizing the effective adjustment of strategic goals and measures is the core task of enterprise strategic management, it is the key to enterprise competition and the basic requirement of enterprise sustainable development. With the continuous development of society and the progress of science and technology, the ultimate purpose of enterprise establishment is to make profits. In order to meet this purpose, we must do a good job of enterprise development management. This work involves a wide range of aspects. This paper mainly analyzes the impact on human resource strategic management on the development of enterprises.

Keywords: science and technology enterprises; external environment; corporate strategy; innovation

1. Introduction

Strategic Human Resource Management. Integrating business development strategy and staff strategy, the allocation of talents is more reasonable, so that every employee can give full play to the value of the employee in the most suitable position^[1]. In the process of implementing human resource management, enterprises should distinguish between the management of human resources in the new era and the management of human resources before, analyze the management of human resources under the influence of the current environment, and propose targeted measures^[2]. In the modern society dominated by the market economy, the competition among enterprises is becoming more and more fierce. In order to survive in this cruel competitive environment, enterprises must master important resources in the competition. In the long-term

competition of enterprises, the strategic management of human resources is very necessary for enterprises to remain in an invincible position^[3].

At present, the external business environment of enterprises has become more complex and dynamic, and the formulation of enterprise strategies and their implementation management has become more and more difficult. The dynamic and changeable external environment makes it impossible for companies to focus on a single strategy for a long time. On the contrary, the validity period of corporate strategies is compressed. Ensuring better adapted to the needs of external change and achieving sustainable business development^[4].

At present, corporate strategic innovation has gradually become the focus on strategic management research at home and abroad. For example, some scholars have studied the motivation and necessity of

corporate strategic innovation, and explored the essential connotation of corporate strategic innovation; some scholars have studied the relationship between strategic innovation and corporate performance; in addition, some studies have shown that strategy and environmental dynamics. The matching adjustment can better grasp customer preferences and competitive breakthrough points, win long-term competitiveness, and so on^[5]. Based on the analysis of the basic links to corporate strategic management, this paper studies the impact of external environmental changes of corporate strategic innovation from the perspective of external environmental changes, and takes China Mobile Communications Group as an example to analyze^[6].

2. Basic Links of Enterprise Strategic Management

Enterprise strategic management is a process in which an enterprise establishes a complete vision and mission, continuously adjusts development goals, makes decisions, and implements and controls them according to changes in the environment. In order to achieve sustainable development, enterprises must actively change their strategies in response to changes in the environment, and unswervingly promote the effective implementation of strategies. Generally speaking, strategic management includes a series of links such as strategic analysis, formulation, implementation, evaluation and control^[7].

In previous research or practice, people often pay attention to the human resources of small and medium-sized technology enterprises from a static perspective, focusing on how a certain human resource management measure can promote the realization of organizational goals or stick to certain human resource management policies, rather than developing according to the different enterprises stage to explore how to dynamically adjust human resource management strategies. This often results in the inability of enterprises to fully mobilize the enthusiasm of employees and their potential, resulting in a very short effective life cycle of many small and medium-sized technology enterprises or in a state of loss. Therefore, this paper will use the theory of enterprise growth and configuration theory to dynamically analyze the different stages of the growth of small and medium-sized technology enterprises, and explore the core components of human resource management practice at each stage, as well as the differentiated human resources formed by different elements. Resource management configurations reflect the evolutionary process of human resource management in the growth process of small and medium enterprises, in order to adopt effective management strategies in a complex business environment, thereby enhancing basic business

competitiveness and improving sustainability business establishment and development^[8].

Strategic analysis is the premise of strategy formulation. Strategic analysis includes two parts: external environment analysis and internal capability analysis. Internal capability can be regarded as a generalized development nature. The external environment mainly includes a large environment, an industrial area and a competitive environment conducive to business development. The internal capabilities involve different dimensions such as corporate culture, organization and process, product and R&D, sales and channel, market operation and service, infrastructure, information system, personnel, cost, and investment^[9]. By comprehensively monitoring the changing trends of the external environment and the development of competitors, and conducting forward-looking thinking and analysis, we can understand the external pressure and driving force for the development of the enterprise; and deficiencies understand the core competitiveness of the enterprise, and then provide the basis for the relevant strategic decisions of the enterprise.

The process of strategy formulation is actually the process of strategy selection^[10]. It is necessary to give a clear strategic positioning to the development of the enterprise, and determine what must be done and what must be abandoned. On the basis of a clear strategic positioning, the company's development strategic goals for the next few years should be put forward. At present, the market environment is generally changing rapidly. The corporate strategy must be able to reflect the characteristics of the times and the environment in a timely manner. Under the guidance of the company's core concepts (core values), it must clearly describe the business that the company will make every effort to enter, so that the entire organization has a sense of purpose^[11]. Enterprise strategic positioning should follow the concept of differentiation. Differentiation is how to be different. Bruce Henderson, the founder of Boston Consulting Group, believes that if any company wants to survive for a long time, it must form a unique advantage that overwhelms all competitors through differentiation. Struggling to maintain this differentiation is the essence of a company's long-term strategy^[12].

Strategy implementation is the process of transforming corporate strategy into concrete actions. That is to say, with the purpose of achieving the strategic goals, the strategic implementation plan is clarified, and at the same time, the strategic plan is decomposed to form the strategic implementation plan of the enterprise within a certain period of time, and the allocation of resources such as human, financial and material required for the implementation of the strategy is clarified. And clarify the responsible department of

each specific work, make it into an operable and assessable work plan, and promote the real implementation of the strategy^[13].

Strategy implementation evaluation is an important control method for strategic management, and is the basis for the adjustment of strategic objectives and the rolling formulation of strategic plans and measures. Effectively carry out the evaluation of the implementation of the strategy, you can clearly understand whether the strategic thinking of the enterprise is reasonable, whether the enterprise organization has the necessary capabilities to implement it, whether the formulated strategic plan is feasible, etc., so as to take corresponding improvement measures, Guarantee the long-term success of the business.

3.The main external environmental factors that affect the formulation of the strategy of science and technology enterprises

Strategic choice theory believes that strategic renewal is a dynamic process, subject to external environmental forces. The contingency school points out that the success of a company's operation depends on how well it adapts to the environment. Whether all the competitive advantages of an enterprise can be continued depends on whether the enterprise can continuously adapt to changes in the external environment, formulate development strategies that meet environmental requirements and its own actuality, and pursue new competitive advantages.

The macro environment is the main factor affecting the supply and demand of enterprises. When the macro environment changes, enterprises should adjust and innovate their development strategies accordingly. The macro environment mainly adopts the PEST (Political-Economic-Social-Technological) analysis method, It is analyzed in four areas: politics, economics, society and technology. Business development inevitably is influenced by the political climate, which is related to the efficiency of business in the market. Among them, policies and regulations (such as industrial policies, industry supervision policies, etc.) have the most extensive and practical impact on enterprises. The formulation of strategies has the most guiding significance; in terms of economy, the economic characteristics, economic linkages, and economic conditions of countries and regions, such as per capita disposable income, labor productivity, consumption patterns, tax rates, inflation, etc., directly affect the strategy of enterprises position. Social and economic conditions, economic systems, and economic policies have a great impact on the survival and development of enterprises, and are the basic conditions for enterprises to engage in production and business activities; social culture and natural environment, such as cultural traditions, values, religious beliefs, social structure,

Social factors such as education level, customs, and population status, as well as geographical, resource, and ecological factors of a region or market, also affect the determination of corporate strategies. These factors are closely related to the market development of related industries; in addition, the enterprise development strategy should also take into account factors such as the technical level, technical policy, R&D capability, product life cycle and other factors related to the enterprise's products. Porter points out in Competitive Advantage that technological change is one of the main advantages of competition. Among all the factors that can change the rules of competition, technological change is one of the most important, and it is a factor that businesses should consider when developing development strategies.

The industry and market environment are the main factors that affect the formulation of corporate strategic measures. Based on market competition analysis, it is possible to understand market capacity and market growth, understand how many competitors are in the industry and predict market changes, etc. As a result, the company's development goals and strategic measures can be better adjusted. Usually, SCP (Structure-Conduct-Performance) analysis mode, Porter's five forces analysis, "3C" (Customer, Competitor, cost) method to analyze the industry and market development environment. Among them, the SCP framework is established based on the assumption of industry performance, industry structure and industry operation, and is the basic paradigm of traditional industrial organization theory. On the basis of the commonly used static SCP model, taking into account the influencing factors of external shocks, such as changes in government policies or rules, changes in lifestyle or experience, technological innovations and breakthroughs, etc., a dynamic SCP model can be established for clearer analysis Industry structure and industry performance. With Porter's Five Forces analysis, you can discover where a business stands and how to defend against the onslaught of the Five Forces, or influence them in your own way. Through "3C" analysis, we can clearly understand customer needs and motives for purchasing products, products and costs provided by competitors, cost to meet customer needs, cost to compete with competitors, how to maintain cost advantages, etc. . Through the analysis of the industry and market environment, more effective strategic measures can be formulated to facilitate enterprises to better find new development opportunities and new competitive advantages.

4.Necessity of Strategic Innovation for Technological Enterprises Based on Changes in External Environment

Management guru Professor Porter pointed out that enterprises should determine their own strategies based on the analysis of the environment. Strategy expert Mintzberg also emphasized the importance of continuous adjustment of corporate strategy with changing circumstances. External environmental factors are the most active and uncontrollable factors for enterprises, and the dynamics of the environment will lead to changes in corporate behavior, which in turn affects corporate performance. The complex dynamic environment has an important influence on the strategic choice and performance of the enterprise. The necessity of strategic innovation based on changes in the external environment is reflected in the following aspects:

4.1.The core tasks of corporate strategic management

Strategic management is responsible for the research, formulation, decomposition, implementation and evaluation of corporate strategies. It must be good at finding the strategic direction suitable for corporate development in a complex and changeable environment. When there are major changes in the external environment, enterprises should keep pace with the times, adjust or re-formulate their development strategies, and carry out new designs and considerations for their future development goals, business areas, customers, technologies, and markets.

4.2.The key to winning the competition of enterprises

In today's intense market competition, if a business wants to survive and thrive, it must improve its competitive advantage and improve its critical competitiveness. The key to developing the core competency is that businesses need to adapt to changes in the external environment. Carrying out strategic innovation according to changes in the external environment, redefining the development goals of the enterprise, seeking new growth points for development needs, and establishing a matching corporate culture, organizational structure and control system are the keys for enterprises to enhance their competitiveness and form a lasting competitive advantage. The essential.

4.3.Basic requirements for sustainable development of enterprises

The essence of modern enterprise management is to solve the dynamic balance between the external environment, internal resources and business objectives of the enterprise under the complex and changeable

internal and external environment. When the company's existing strategy does not meet the needs of changes in the external environment, it is necessary to promote the company's strategic innovation. That is to say, according to changes in the external environment, re-determine customer groups at the strategic level, re-determine its own value realization path, re-determine the company's competitive strategy, etc., thereby ensuring long-term sustainable development of the company.

5.Problems Existing in Strategic Human Resource Management

5.1.Mismatch with the company's development strategy

Now, the human resource management work in our country is often unable to be closely linked with the development strategy of the enterprise. The human resources management of Chinese enterprises is mainly to carry out some simple tasks such as recruitment and training of talents. Enterprises have not really linked strategic human resources with their performance, so my country's human resources are relatively backward and not comprehensive enough. This backward human resource management method does not match the rapid development of the modern market economy, which will eventually cause the enterprise to be in an unfavorable state, thereby affecting the healthy development of the enterprise.

5.2.The strategic human resource management mechanism is not perfect

There are many defects in the human resource management mechanism in the current enterprise development of our country. The main realization is: the company has problems in talent recruitment, and it cannot guarantee that the people recruited meet the company's standards. In terms of talent allocation, a reasonable allocation cannot be achieved, the overall mobility of employees is relatively poor, and the efficacy and efficiency are not high. The company's reward and punishment system is also not perfect, and it is often prone to some unfair phenomena in the performance appraisal of employees, which also causes employees to be less motivated and less innovative at work. And because of the influence of the working environment, it is difficult for enterprises to retain talents in the end, which makes enterprises have great problems in strategic human resource management.

5.3.Problems in talent training

The management of human resources in Chinese enterprises is mainly engaged in some simple work, such as recruitment and training. When organizing

training for employees, it is mainly based on short-term goals, and rarely considers the long-term development of employees. Therefore, these training arrangements are relatively random, and there is no long-term and regular training for employees, and in the specific work, it is also prone to perfunctory situations, which is ultimately not conducive to the development of the enterprise.

5.4. Strengthen the information construction of talent screening

Under the previous recruitment mode of enterprises, many materials such as cover letters and resumes made the human resources management department no longer respond with a positive attitude. The mode of using manual selection of talents has the characteristics of heavy workload, but in the information Under the influence of the technical environment, enterprises can publish recruitment information on the Internet, and can also use the Internet to collect recruitment materials, and then review and screen the information of candidates through the application of the enterprise in the management software of human resources. , to provide timely feedback to job seekers. Under such circumstances, on the one hand, screening for job informatization can continuously improve the work efficiency of enterprises and select talents that suit their own needs. On the other hand, current enterprises can also utilize information technology at the fastest speed. Give feedback to job seekers and control human capital. If it is a company that cooperates with a recruitment website, you can rent its resume library and select a relatively cost-effective investment.

5.5. Strengthen the construction of human resources management team

In the face of the impact of the downward environment, it is imperative to build the management team of human resources in enterprises. In addition, in the context of the development of information technology, the market often New requirements and challenges are given to human resource managers. Under the influence of information technology, human resource managers must have a comprehensive and in-depth understanding of networked information technology, and also ensure the progress of management skills. In addition to the theoretical knowledge and the concept of enterprise management, the personnel of the enterprise in human resource management must have a positive working attitude, exploration spirit and innovation consciousness.

6. Effective measures to optimize strategic human resources

6.1. Change the management concept of human resources

With the new update of the requirements for human resource Managers in business development, needs to meet the needs of an open source environment. Combining the management of resources, no longer limit the vision of managers in personnel management, strengthen the study of the management concept of human resources under the background of information technology, and advocate all employees in the enterprise to use information technology for learning and communication, Under the environment of information technology, use network technology to realize the planning, recruitment and training of human resources, and performance appraisal. Then such enterprises are bound to be eliminated in today's rapid development of the market economy. Therefore, in the process of development, enterprises must first change their understanding of strategic human resource management and realize that it has a huge effect on the improvement of enterprise performance and the growth of interests. In this way, an effective combination of human resource management strategy and business strategies, the role of strategic personnel management in business development of the enterprise can be fully exerted to ensure that the enterprise is in an advantageous position in the market.

6.2. Ensure that strategic human resource management matches the enterprise

When conducting strategic human resource management, it must be matched with the enterprise management strategy, rather than just doing some simple management work. Take the management department of human resources as the core, build a systematic operating system, train the management team of human resources, and standardize the relevant systems and assessment systems in its management. Therefore, in strategic human resource management, relevant staff should formulate their own set of talent strategic management plans according to the strategic goals of enterprise development, so as to effectively improve the level of talent management and ensure that human resources can be reasonably allocated. Performance can also be greatly improved. Moreover, when implementing the strategic human resource management, you can like the development strategy of the enterprise, and ultimately the workload of everyone you like. In this way, you can effectively make the best use of talents and materials, and ensure the healthy development of the enterprise.

6.3. Optimize the allocation of human resources

In our country's enterprises, various institutions are overlapping and complex, and the personnel are redundant, which results in a very low efficiency in the operation of the enterprise, and the employee's work enthusiasm is not high. So the organization needs to be redesigned and streamlined, and people need to be reorganized. When an enterprise conducts internal revisions, it must set up relevant industry positions according to its actual development, and make a reasonable allocation of talents, and the employees in the positions should be as mobile as possible. At the same time, a mechanism for job competition should also be established, so that employees can compete in a fair environment, and excellent employees can obtain relevant positions and enjoy corresponding wages. Only by adopting this method, the enthusiasm of employees can be well mobilized, and the enterprise can be better developed.

6.4. Improve the management mechanism of strategic human resources

The competition of enterprises under the market economy is the competition of knowledge and talent. Therefore, in order to maintain the core competence of human resources, businesses need to develop a human resource management system and establish a transparent and appropriate remuneration system and punishment system motivation and productivity. Enterprises need to establish an employee appraisal system, select outstanding employees under the principle of ensuring fairness and justice, and give them reasonable rewards. And for employees who cause losses or work mistakes to the enterprise, they should be punished. Only in this way can employees be encouraged to move forward and actively innovate, thereby promoting the development of the enterprise.

7. Conclusion

Based on the systematic analysis of changes in the external environment of enterprise development, optimizing and innovating enterprise development strategies is the key for enterprises to continuously improve their development capabilities and form core competitive advantages. Only in this way can the corporate strategy better adapt to changes in the external environment, effectively seize development opportunities, strive to avoid development risks, and maintain a leading position in market competition. In the development of modern market economy, in order to promote enterprises to be in an invincible position and not be eliminated by the market, then strategic human resource management must be done well. Strategic human resource management directly affects the profitability and performance of an enterprise. By

optimizing strategic human resource management, it can improve the company's position in the market and ensure the healthy and stable development of the enterprise. There are also new requirements for the reserve of outstanding talents and the development of information technology. That is to say, in the development of today's social enterprises, it is necessary to strengthen the use of information technology, prioritize human resource management in the business, and promote business development. Promoting effective human resource management and ensuring sustainable business development.

With the deep development of economic trade and the continuous improvement of my country's economic system, the external situation.(such as relevant policies, industries, competition, customers and technology, etc.) faced by enterprises' development is changing faster and faster. The impact is also growing. Therefore, enterprises must maintain a high degree of sensitivity to the external environment, Capture the trends of external development in time, and continuously refine development strategic thinking, continue to promote strategic development, and ensure sustainable business development.

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