

Research on Innovation of Human Resource Management of Public Sectors

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Abstract—Human resource management plays a vital role in the development of public sectors. However, the human resource management of Chinese public sectors currently have many practical problems like rigid system, low performance etc. which prevent public sectors from giving play to its advantageous human resources and improving its efficiency. Only by putting new ideas into human resource management ,constantly conducting reform and innovation can we inject the human resource management of public sectors in China with vitality and energy so as to improve public administration ability and public performance level.

Keywords—Public human resource, Management, Innovation

1. INTRODUCTION

With the constant deepening of economic globalization, human resource management, as the driving force of social development at present, plays an extremely important role and affects the efficiency of national economic development. Public sectors refer to organizations awarded with public power by the nation that manage various social public affairs and provide legal services for all social members with the society's public interests as the organizational objective. Human resource management of public sectors includes activities and management carried out about planning, prediction, examination and employment, salary, social security etc. For a long time, traditional “administrative” employment mechanism restricts Chinese public sectors from giving play to the overall efficiency of their human resources. It not only lacks market mechanism but also hinders the effective development and rational flow of human resources. Besides,

it restrains the enthusiasm of employees, which will easily leads to personnel corruption and low efficiency. As administrative reform deepens, only by bringing forth new ideas to human resource management concept and the internal system can public sectors perfect public human resources management and thereby improve public administration ability and public performance level.

2. VARIATION TREND OF HUMAN RESOURCE MANAGEMENT OF PUBLIC SECTORS

Human resource management of public sectors refer to management activities and processes of planning, acquiring, operating, innovating, encouraging, evaluating public human resources according to stipulations of relevant national laws and regulations so as to better complete public management work and reflect public interest. The traditional human resource management adopted by China during the past years is single in form and it usually only emphasizes static control and management. Such kind of simple and rigid traditional management model lacks complete management system, advanced concepts, competitive consciousness and scientific human resource allocation. Thus, it is no longer applicable. However, mesh pattern and crossed management model is more systematic and comprehensive. Besides, diversified management is the development trend of modern management model. Meanwhile, the core of human resource management transforms from management of “things” into management of “people”. It rationally explores employees’ features and develops the potential abilities of human resources. In addition, thanks to the development of globalization and informatization and the constant upgrading of science and technology, management system does not have to stick to

the traditional field of human resource management without any breakthrough. Only with diversified integration and continuous innovation can human resource management of Chinese public sectors gain better development.

3. PROBLEMS EXISTING IN HUMAN RESOURCE MANAGEMENT OF CHINESE PUBLIC SECTORS

3.1 *Inadequate Update of Management Ideas*

With the development of social economy, human resource management ideas of public sectors should also make corresponding changes along with the social progress. However, due to the backwardness of human resource management reform, human resource management ideas are still relatively backward compared with the development of social economy. Some public sectors blindly believe that human resource management just refers to distribution of wage earnings, staff training, promotion etc. They did not conduct overall planning and form rational mechanism to optimize the allocation of resources. Moreover, there are negative phenomena such as setting position by employee which hinders employees in giving play to and improving their enthusiasm, initiative and creativity.

3.2 *Incomplete Recruitment and Selection Mechanism*

A favorable environment for the survival and all-round development of talents is the premise of the development of public human resources. At present, forms for Chinese public sectors to recruit employees include examination and employment, public selection, taking up a job through competition etc. All of them are featured by openness to some extent. However, human relationships like geographical relationship, genetic relationship etc. hinder the equality and fairness of the recruitment of public servants. Those complicated human relationships go against the equal, fair and open recruitment of public servants. In the meantime, in the selection of cadres, cognitive barriers such as the idea that seniority must be given top priority have not been completely abandoned. The “special privilege” mentality and nepotism still exist to different degrees.

3.3 *The Absence of Flexible Management Leads to Rigid Employee Turnover Mechanism*

Human resources of public sectors are supposed to be a precious flowing resource. However, due to the negative influence of traditional personnel system in China, the mobility mechanism seems to be particularly rigid. The rigidity of the mobility mechanism is mainly reflected in two aspects, namely the rigid horizontal mobility and the rigid vertical mobility. The former lacks rational in and out regulation while the latter lacks reasonable promotion rules. Due to the absence of the mechanism about the survival of the fittest and fair competition, both of the employees’ crisis awareness and sense of responsibility are relatively weak. Such a situation has been improved to some extent during recent years, but a flexible management mechanism has not yet been established fundamentally.

3.4 *The Incentive Mechanism Lacks Diversity*

According to the equity theory, in order to mobilize the enthusiasm of workers, not only the principle of distribution on the basis of labor is needed, we should also make a comparison of the income and effort involved in similar jobs so as to make the distribution rational and fair. Only in this way can the functions of motivation be brought into play to the largest extent and can satisfactory incentive effects be gained. In China, people choose to sign up for the examination to select civil servants, in the hope of land relevant jobs in public sectors, definitely because they have made weighs and comparisons in various aspects such as working conditions, working strength, salary, promotion prospect etc. In the current stage, there are huge differences between civil servants in different positions. There are significant differences between different regions and departments when it comes to salary benefit level, promotion channels, working environment, working conditions etc. As a result, regions and departments with favorable working environment and high income naturally become the first choice of people. However, for people who are willing to take hard positions in laborious departments in poverty-stricken areas, the nation or governments at all levels did not clearly formulate corresponding incentive measures and preferential policies. Even though there are

some measures and policies, they are not attractive enough. Therefore, those who sign up for the examination to select national public servants usually try to strive for positions in popular demand while avoid those unexpected ones partly because the absence of relevant systems, especially the incompleteness of the incentive mechanism.

4. INNOVATIVE APPROACHES FOR HUMAN RESOURCE MANAGEMENT OF PUBLIC SECTORS

4.1 Establish New Management Ideas

To establish new human resource management ideas, human-oriented ideology should be set up on the one hand because human is the most active factor among all productive forces and the management of any production factors need to be managed by human beings. Modern human resource management should regard human as the core, the center of management and an important resource. Besides, it should attach importance to flexible management and better expand the ability of human resources. On the other hand, strategic management ideas should be established. It should be noted that talents have conducted fierce competition worldwide. Without strategic management ideas, it is difficult to gain advantages in global competition. To be strategic, we should look into the future, coordinate relationships among different parties, guarantee balanced and continuous development, support the development of talents through multiple channels, better develop the potential abilities of talents, organize and manage public human resources with strategic methods and constantly make reforms and innovations.

4.2 Advocate Subjective Initiative Management

As the carrier of management and technology, human resource is the first element that determines the efficiency and development of public sectors. Whether we can establish a scientific and rational mechanism to mobilize employees' working enthusiasm makes all the difference. Practice has proven that institutional reform and innovation cannot go without rational allocation of human resources. We can try setting up the standard and norm to classify positions in public sectors so as to have an overall balance

of various types of civil servants in aspects like job qualification, salary level, service standard, skill requirement etc.; we can also consider realizing equal pay for equal work among different government sectors so as to reduce unequal distribution gap, mobilize the enthusiasm of employees at all levels and improve the quality of public service.

4.3 Establish Complete Salary Incentive System

In the long run, to develop human resources of public sectors, we need to attract and retain outstanding professional talents, establish a relatively fair salary incentive system based on the principle of more pay for more work. First of all, the salary system of public sectors should be designed based on performance assessment. Factors like employees' working area, working environment, position difference, workload etc. should be fully considered and the huge gaps between different regions, departments and positions should be well bridged by constantly improving the incentive mechanism. In addition, employees' individual interests should be closely connected to the development of the department so as to give play to the role of the salary incentive mechanism to the largest extent and further improve the performance evaluation mechanism.

4.4 Form Rational Mobility Mechanism

Employees have already formed relatively strong identities and psychological balance in the traditional management system and it is definitely hard to break such a balance. However, in order to improve the efficiency, a two-way choice mechanism, namely employment and job selection, should be formed so as to promote the rational mobility and cultivation of human resources and, develop an employment mechanism characterized by contract employment, fair competition, incentive and constraint, guarantee of rights and interests.

4.5 Improve the Level of Electronization and Informatization

The level of public sectors, number of workers and quantity of functional departments are not the core contents

of human resource management of public sectors. Instead, efficiency is the basis to measure the human resource management level of public sectors. With the deepening of global informatization, the improvement of information technology and the appearance of various new economic forms, human resource managers in public sectors should be equipped with broader vision to more effectively deal with the systematic operation of public departments and make knowledge-based civil servants the mainstream personnel of public sectors. On the one hand, they must be equipped with comparatively high knowledge level and decision-making ability. On the other hand, they also have to grasp the skills to operate advanced equipment, the Internet and new media. Then, “electronized” innovation should be carried out on this basis to change low efficiency that has existed in the human resource management of public sectors for a long time.

In addition, we should try establishing the human resource management system for public sectors, utilize network communication devices and office equipment to collect, transmit, save and restructure human resource management information of public sectors, construct the human resource management information system of public sectors, strengthen information construction, enhance online services so as to realize the automation of human resource management. It contributes to improve the efficiency of human resource management for public sectors and helps management departments to systematically and standardly formulate the strategic objectives.

5. CONCLUSION

As Chinese public sectors strengthen their efforts in the reform and innovation of human resources, flexible market-oriented human resource management mechanism is gradually being introduced to further explore the reform of human resource management mechanism of public sectors, establish human resource management mechanism that takes both efficiency and fairness into consideration so as to improve the current situation of public service, enhance the public service level and promote the overall quality of public services.

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