

Research on the Impact of Strategic Human Resource Management on Enterprise Performance

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Abstract. In the emerging era of global digitization and it is characterized by the development of network information, the role and impact of human resource management on enterprise performance are becoming more and more prominent. The traditional personnel management system is no longer adapt to the needs of modern enterprise development, human resources management is directly related to the success or failure of an enterprise. Human resources management has been gradually promoted to the strategic planning level, more and more enterprises and managers are aware of that the importance and influence of strategic human resource management and enterprise development. Strategic human resource management has become an important part of the core competitiveness of enterprises. Strategic human resource management is an important competitive advantage of enterprises. The rational allocation of human resources is the prerequisite for the sustainable development of enterprises. This paper discusses the theoretical advantages of strategic human resource management in the practical application of enterprises, and studies the impact of strategic human resource management on enterprise performance, and it makes a reference for enterprises to better strategic human resource management.

Strategic Human Resource Management Theory and Practical Application Advantages

With the development of global economic integration, the economic and trade environment has become complex and challenging. Under this circumstances, strategic human resource management enhance the core competitiveness of enterprises is very significant. Competition among enterprises in various industries has become more and more intense, economic integration and the rapid development of science and technology brought some the enormous opportunities and challenges. Enterprises in this changing, ever-changing situation in order to survive and develop, so they need to learn in the existing resources and human conditions, reasonable and efficient development and utilization of existing resources.

Traditional human resource management is often just a simple personnel management, and even cause the cost of the enterprise burden. With the development of economy and the characteristics of modern enterprises, traditional human resources management is no longer applicable, and with the gradual emphasis on human resource management, human resources management has also experienced the development of the transition period.(Table 1)

As we can see from Table 1, human resource management from the traditional personnel management has experienced a manpower management resource stage into the current strategic human resource management stage. And it also from the original enterprise a cost burden into the core value of the enterprise to increase an indispensable important resource management. As Table 1, the original human resource management is only a relatively simple personnel management activities, and it mainly responsible for the low technical content, trivial staff work. Human resources management in some business units which even just go through formalities of the department, and it is in the development of enterprises in the long-term passive position, which the management of the work is often ignored by the leadership. With demanding increase of the economic and enterprise development, human resources management has gradually from a single passive personnel management began to adjust and develop, and it has a interrelated clearly concept and theory, and focus on the development of enterprises in the assistance, judgment, arrange,

en-action and other management tasks. The related human resource management arrangements and administration need to be done from both the individual level and organizational level, so as to gradually help the enterprise formulate its business goals and development program. Besides, administration and assistance will also be given to employee's skill training, production lines' arrangement, middle and low level managers' ability enhancement and other aspects. Since the 20th century, human resources management has been greatly changed from the beginning of the more low-end trivial level and gradually established a clear context and development functions, which is from the micro-management to the development of macro-control. Human resource management theory research and practitioners are also realized that it has a greater development in the enterprise management and overall strategy of the development which for the enterprise competition and development to provide more advantages of guidance. It follows that in the development of the environment, strategic human resources management has been more and more attention and development. Through the analysis of the status of enterprises, the development of specific planning and policy, and in the strategic development of enterprises in practice, and corporate strategic long-term goal of the basic direction of coordination for enterprises to provide appropriate space for development, so that it has a sustained core competition Force and strategic human resource management in practice gradually improve the relevant aspects of theory and practice.

Table 1 The Transformation Process of Human Resource Management

	Personnel management	Human resource management	strategic human resources management
Key manager	Personnel administration	Human resources manager	Manager
Main management content	Personnel administration affairs	planning and executing strategy	Strategic decision core
Main management skills	Technical skills and interpersonal skills	conceptual skills	Conceptual skills and interpersonal skills
Relationship with corporate strategy	Executive function strategy	Functional strategy	Develop and implement corporate strategy
Relationship with the external environment	limited contact: The management—The labor	Full contact: The management—consumer	Depth combination: the operator—stakeholder
Principle of change	passive adaptation	Take the initiative to adjust	Leading Change

Strategic human resources evolve and concrete gradually in the theory, it also in practical application has the practical advantages of keeping pace with the times. In today's era of knowledge economy, human resource management has gradually evolved into an important component of enterprise production value, in other words, There is no corresponding sound human resources management organization departments, enterprises are incomplete, whose long-term development space will receive limitations and obstacles, and the survival rate of enterprises will be greatly reduced, and even tend to die. Therefore, human resources management has gradually evolved into one of the core of enterprises in modern social economy market. In this process, the practical application in human resources management functions tend to be systematic, refined, and humanistic. Systematization is that human resource management will gradually become one of the important factors of the core competitiveness of enterprises, and gradually formed a corresponding complete system; Fine is that human resources management refined gradually in the practical application of the management level and functions, and it is no longer a rough general and simple management; humanization is that human resources management in the gradual development, not a simple personnel management, more and more began to pay attention to the requirements of enterprises and the actual needs of employees, outsourcing trends are gradually emerging, management gradually focus on human management.

The Impact of Strategic Human Resource Management on Enterprise Performance

In recent years, people are gradually realized that the strategic value of human resources management, which is has gradually become an indispensable part of the development process, therefore, It is a great significance to research the impact of strategic human resource management on enterprise performance.

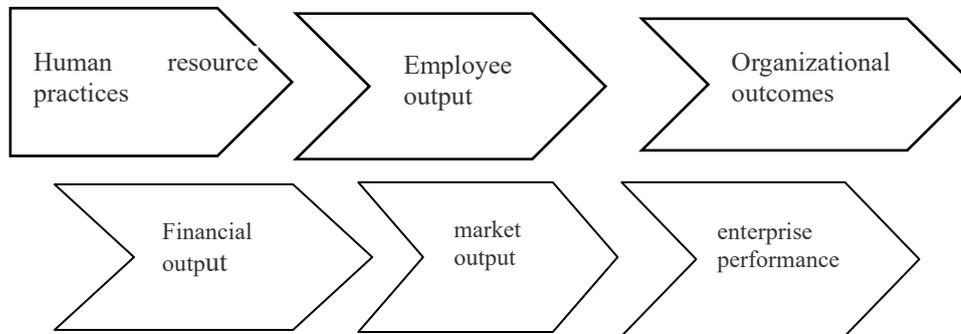


Table 2 Dyer and Reeves’s Human Resource Value Chain

The impact of human resource management on enterprise performance can be studied according to the establishment of the human resource management chain model (see Table 2). Starting with a well practiced human resource management, value is created for the customers and the corresponding performance results are brought about for the enterprise in an innovative way, during a series of processes of enterprise group working together. In the value-added process, human resources management is the foundation, in this basis, by boosting the employees to increase products, enterprise to organize output, financial and business oriented market to improve output and so on, so as to add the value of a series of related enterprises of their output activities, contributing to advancing the overall performance of enterprise organization.

The human resources management of an enterprise will directly affect its employees' production motivation, production skills and participation to production activities, which will largely lead directly to the satisfaction of the employees to their work and life in this enterprise. Employee satisfaction has biggest impact on employees' commitment and loyalty to the enterprise. The employee who has high level of satisfaction will show higher organizational identification and stronger sense of belonging to the enterprise, and consider himself as a member of the enterprise. As for the long-term development and planing of the enterprise, employees' will of their own and feeling of contribution loyalty will also be showed for a long time. While the employees who have low level of satisfaction will doubt his own work and his enterprise, his attitude being negative and weary, and will pay less attention to the long-term development and planing of the enterprise, and the employees' sense of belonging is not strong, they have the tendency of leaving the enterprise at any time because of the business or personal factors. The relationship between employee satisfaction and organizational commitment, as well as the relationship between employee satisfaction and corporate identity, belongs to the scope of human resources output.

The human resource practice of enterprises will directly affect the output of human resources, in this way, enterprises can significantly improve the human resource output through effective human resource management practices. For example, targeted recruitment、pre-job training、work development and other methods are used to improve employees' working skills、service levels and professional competence, or appropriate rewards and punishment systems are adopted to drive employees' working enthusiasm, so as to encouraging the employees to make a contribution to the development and output of the enterprise and to make efforts to develop the enterprise. The establishment of an an effective communication mechanism enables employees to imitatively participate in the management of enterprises and to explore their own talents and functions in a larger degree.

The characteristics of human resource management in China

Human resource management in China is usually divided into three stages: value creation, value evaluation and value distribution (see Table 3)

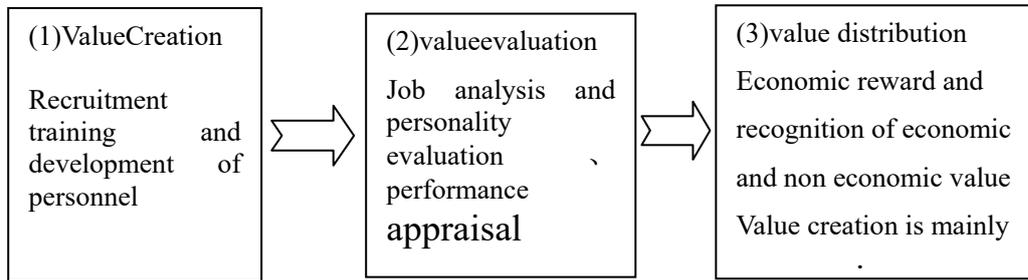


Table 3. The characteristics of human resource management in China

Value creation is mainly the recruitment, training and development of employees.

Value evaluation mainly includes the analysis of employees' working conditions, the evaluation of employees' personal characteristics and the examination of employees' working performance.

The value distribution mainly means basing on the value evaluation of employees, namely basing on their work condition, work performance and other factors to give them the corresponding economic compensation and economic or non economic value admit, such as working model and year-end bonus.

The establishment of human resource management mode, can't do without the human resource management model, the enterprise's internal organizational culture, the characteristics of enterprise production output and other factors. In order to maintain harmonious relationship between new and old employees, the staff are timid in work and can not fully mobilize their enthusiasm and creativity. As what is mentioned above, the innovation and development of Chinese human resources management model needs studying the existing questions and phenomena and considering all factors, so as to establish a human resource management model with Chinese characteristics, playing its strength in the modern economic environment.

Research significance and suggestion of strategic human resource management

Nowadays, with the competition becoming more and more serious, the survival and development of enterprises are facing challenges and pressures from every aspect. The most direct and effective way to measure an enterprise's development potential and market value is the enterprise's performance measurement. An enterprise with long-term low performance will meet a lot of problems to maintain its survival, not to mention its development, thus it's not difficult to imagine the future of this kind of enterprise is not ideal. The most fundamental way to improve the performance of an enterprise is the effective strategic human resource management, which is the source of maintaining the vitality and competitive advantage of enterprises, and is the basic guarantee of high performance. A simple human resources management only plays limited role, while the market situation changes very rapidly, under such fierce competition environment, the administrative staff of enterprises have to set up their strategic planing and goals. At the same time, human resource planning strategy enables enterprises' managers to formulate guiding planing management according to the enterprises' long-term planing, development goals and market changes, so as to keep the enterprises' advantages of obtaining and maintaining its long-term core competence. As an important component of enterprise strategic management, Human resources management can guide the staff to produce and sell according to the demands of enterprise strategic goals at their working activities, besides, employees in different sectors do the corresponding work. Under the guidance of the human resource management strategy, the operation of the enterprise is organically combined and coordinated, so as to maintain the enterprises' harmonious development. When using the innovative strategies, adjustment can be made timely and promptly, which enables the employees to pay more attention to the upgrading of their work skills and the

steady development of their technology .

China has made great progress in the process of global economic integration, but also faces pressure and challenges from all sides. Now the economic market changing diversely, how to maintain the better and further development of enterprises and realize the creation and development of new industries are close at hand. Human resources management has experienced a long period of development, after that, a more systematic theoretical system and practical verification have gradually been formed in human resource management until now. Strategic human resource management has a more and more obvious influence on enterprise performance, and will play a more efficient and more obvious role and show practical advantages over the enterprise performance in the future.

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