

Research on Innovation of Human Resource Management in Enterprises

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Abstract

The knowledge economy is dominant in the development of the economy and society. The utilization of data and analytics has become the symbol and feature of the times. Human resource management needs to introduce "new ideas of human resources management." This concept includes establishing a modern way to manage human resources in a small organization, for example, forming incentives mechanisms of material stimulation and spiritual encouragement. This research adopts strategic human resource management and firm performance theories. The research method provides a literature review of HRM technology, artificial intelligence, and case studies. The findings reveal that human capital and HRM are related to organizational innovation. Organizational human resources may pay more attention to establishing the following: first, an intense learning atmosphere; second, changing employees' attitudes; and third, actively absorbing new knowledge as the core foundation of enterprise innovation and development.

Keywords: enterprise, human resource management, innovation

Introduction

Human Resource Management (HRM) implements the functions and activities for utilizing employees, the most critical resources in an organization (Wright & McMahan, 2011). The HRM functions include job design, job analysis, human resource planning, recruitment, selection, hiring, induction, training and development, performance evaluation, career and compensation management, welfare management, employee movements, health and safety, discipline management, grievance management, and labor relations (Opatha, 2021). HRM efficiently and effectively achieves its goals. HRM allocates the best proportion of a workforce combined with specific other resources. Human resources or human capital has become one of an enterprise's most critical assets. It can improve enterprises' competitiveness and performance (Wright & McMahan, 2011). In case enterprises would like to gain advantages in the fierce market competition, an organization needs to improve and optimize its mechanism of HRM to stimulate and mobilize the enthusiasm and creativity of employees effectively. To create a human resources management model suitable for their enterprises by integrating the latest theory and practice of modern human resources management.

The theories of human resource management have gradually changed. The development of human needs has brought about changes in management ideas (Hendry & Pettigrew, 1992). From the traditional "economic man" to the "social man" to the "complex man" and shifted to the "intellectual man" (Cuganesan, 2006). An essential point of an intellectual is higher ideological awareness and better knowledgeability. Therefore, intellectual management should not be strictly controlled but should give individuals the freedom to work, give them a specific interval, and have free working hours to work better.

The Statement of Problem

HRM needs to relax employees' control to enhance their knowledge and ability (Awad & Alhashemi, 2012). HRM can enhance the employee's freedom and flexibility in the future. Especially for the younger generation after 1990 – 2000, as they have high

intellectual ability. Staff demands self-management instead of passive management to become more and more critical.

Traditional employees make money for their livelihood, but they cannot innovate. The real innovation is to realize their self-worth. Meaningful work can produce meaningful innovation. Genuine innovation is self-driven by a personal inner sense of honor and passion. This concept also aligns with the recognition of domestic entrepreneurs: only employees who pursue self-realization can do an excellent job of innovation (Fairlie, 2011).

Open innovation poses a significant challenge in managing human resources (Podmetina et al., 2013). The important topic of HRM forgets KPI, which is too strong for employees to control and is not conducive to innovation. In the next step, internal human resources management focuses on giving employees more opportunities for growth while giving them freedom. Of course, achievement in work is also essential, considering money is not the most important.

Research Questions and Significance of Object

Organizational human resource management innovation refers to a modern enterprise management mode (Awad & Alhashemi, 2012). That is carried out under a particular organizational management mode to fully mobilize all employees' enthusiasm, enthusiasm, and consciousness. It requires all enterprise departments to cooperate, and effective communication and coordination can be achieved between superiors and subordinates to achieve the goal of high efficiency.

The core of organizational human resource management innovation is improving and coordinating between internal and external enterprises (Shipton et al., 2016). It is for better achieving the goal of enterprise implementing creative human resource management. Organizational human resources management is a form of planning, pertinence, reasonable steps, command, and organization. It chooses economics and humanism as the basis while fully mobilizing all kinds of human resources and other

vital factors inside and outside the company. It deeply explores the potential creativity of employees. It stimulates their enthusiasm and motivation to meet the needs of enterprises for employees to achieve the purpose of Pareto optimization.

This study anticipates the benefits of improving human resource management by putting people first. It suggests enhancing the organizational human resource management to a strategic level, innovating enterprise organization, and staffing management. Also, to strengthen the interaction between technological innovation and human resource management. Lastly, further promoting independent innovation by using enterprise human resource management.

METHODOLOGY

Social science research methods can be divided into methodology, research, and concrete. Regarding normative research, scholars (Cunningham & Rowley, 2010; Tsui et al., 2004) have described the current situation of human resource management research from different angles. However, these studies have particular reference significance for perfecting China's human resource management research. They mainly study human resource management from a single perspective, lacking a comprehensive macro grasp of human resource management research. In addition, the normative research on HRM is the most qualitative description, which does not provide an accurate quantitative basis. It also limits the scientific and guiding significance of human resource management research to a certain extent.

Whereas empirical research (Greenwood, 2013), the related research of human resource management first originates from the empirical viewpoint of psychology (Kaufman, 2020; Ruel et al., 2007). There are also familiar performance management techniques such as Management By Objectives (MBO), Key Performance Index (KPI), and balanced scorecard (BSC). These are all derived from empirical research in psychology. Psychologists are gradually conducting empirical research in other fields of human resource management, such as training and development, salary, and incentive. However, the shortcomings of the original research on HRM were limited to the management perspective. They promoted the development of human resource management research in China.

Human resource management research could commonly view in three methods: case study, investigation and statistics, and experimental study. A case study is an in-depth, detailed examination of a particular case (or cases) within a real-world context (Cooke, 2009; Meyer, 2001).

Investigation and statistics refer to obtaining data through questionnaires or interviews, summarizing the principles by mathematical statistics analysis, and guiding enterprise human resources management. Investigation and statistics are based on mathematical statistics theory, and the research conclusions obtained have high theoretical persuasiveness. The investigation and statistics method is widely used by scholars (Zheng et al., 2006).

The complexity of human resource management practice determines that human resource management research should be multidisciplinary and diversified. History, culture, society, and psychology integrate and adopt multi-disciplinary research methods and apply them to human resource management research. Also, this presented study reviews the previous case studies on the relationship between human resource management and innovation by adopting scientific research methods and combining our country's specific humanities and economic conditions.

The field of business research is accelerating at a tremendous speed, remaining disintegrated and interdisciplinary. It is hard to keep up with state-of-the-art, be at the forefront of research, and assess the collective evidence in a particular area of business research. Therefore, this presented independent study uses the literature review as the primary research method, both systematic and integrative reviews.

A systematic literature review is a research method and process for identifying and critically appraising relevant research and collecting and analyzing data from said research (Liberati et al., 2009). A systematic review seeks to identify all empirical evidence that matches the pre-specified inclusion criteria to answer a particular research question. Using explicit and systematic methods when reviewing articles and all available evidence can minimize bias. Thus providing reliable findings from which conclusions can be drawn, and decisions can be made (Moher et al., 2009).

An integrative literature review or critical review approach aims to assess, critique, and synthesize the literature on a research topic in a way that enables new theoretical frameworks and perspectives to emerge (Torraco, 2005). Most integrative literature reviews are planned to

address mature topics or new, emerging topics. In the case of mature topics, the purpose of using an integrative review method is 1) to overview the knowledge base, 2) critically review and potentially reconceptualize, and 3) to expand on the theoretical foundation of the specific topic as it develops. For newly emerging topics, the purpose is to create initial or preliminary conceptualizations and theoretical models rather than review old models. This type of review often requires a more creative collection of data. The objective is usually not to cover all articles published on the topic but rather to combine perspectives and insights from different fields of research traditions (Snyder, 2019).

However, it is acknowledged that traditional literature reviews often lack thoroughness and rigor and are conducted ad hoc rather than following a specific methodology. Therefore, questions can be raised about the quality and trustworthiness of these reviews (Snyder, 2019).

The case study approach is used in this study, and three Chinese international companies were studied: Haier, LeTV, and Emerson. The qualitative approach is applied using secondary data available in the public domain of these companies. The next chapter provides details on each company and the finding.

DISCUSSION AND CONCLUSION

HR managers must comply with considerable data openness requirements in the big data era. Also, they need to be open-minded, which does not limit their vision to mechanical personnel management. Pay attention to the study of human resource management concepts in the era of big data, and advocate employees to learn and communicate on the big data platform within enterprises. Network technology supports human resource planning, recruitment, training, and development in the big data era.

HR's system construction is a guiding grasp of enterprise development at the macro level. It is also scientific management within the enterprise on the micro-level. Therefore, the first is to combine the whole big data environment to define the purpose and development plan of the enterprise (El-Kassar & Singh, 2019). The second is to take the strategic goal of enterprise development as the guide, take the human resource management department as the core, build a systematic operation system, build a human resource management team, standardize the relevant human resource management system, and evaluate the human resource management.

Employees are the core resources. To develop human resources to the greatest extent and productivity, employers must take advantage of talents in the strategic design of enterprise position structure, talent structure, salary structure, and the rules and regulations for developing, utilizing, and cultivating talents. Mainly to grasp the following aspects.

5.1 Concept renewal strategy-establishing a correct view of talents

It is necessary to establish a comprehensive view of talents, from a simple view of technical talents to a diversified and multi-level view of comprehensive talents, and consciously improve the management system and establish a mechanism for the flow of talents instead of pinning the development of enterprises on individual "capable people." People-centered, reshape and form the enterprise management concept that helps talents stand out. Pay attention to training many high-quality technical innovation talents and management talents. One should attach importance to the development of enterprises with employees as the first factor.

5.2 Information flow strategy-building a talent service platform

The government is the leading factor in improving the public information service platform and vigorously strengthening the Form of a socialized and open sharing mechanism of talent market and public policy information. Establish an internationalized global talent information network and talent database open to all employers, with the "service network" as the carrier, public information including talent supply and demand, talent policies and regulations, talent resource reports, major talent activities, talent prices, talent training, talent theory, talent integrity, foreign intelligence, science, and technology projects.

Service networks should be formulated and released regularly to guide talent flow, enterprise recruitment, and education investment. Improve the talent intermediary service platform. To adhere to the principle of "separating government from enterprise and separating management from office ."Actively promote the system reform and

mechanism innovation of government-owned talent service institutions. According to the distribution of industrial clusters, each professional talent market should support industrial clusters through talent clusters. Attract professional talents through industrial clusters, and achieve the interactive development of industry and talents.

5.3 Education and training strategy-improving the quality of talents

Continue to strengthen cooperation with universities and research institutes. Combine enterprises' development, jointly run schools, study, and exchange with domestic universities and research institutes to build a talent education and training network. Train talents directionally and alleviate the demand for talents in short supply. Pay special attention to cultivating top-notch high-level talents. Organize forums, literary salons, special studies, or expert consultations around various scientific research projects and technological innovation projects of enterprises.

Send employees to study in advanced enterprises and universities at home and abroad. To speed up the implementation of the personnel training project. Focus on strengthening the training of science and technology theory, patent knowledge, foreign trade, e-commerce, human resources development theory, and enterprise development strategic planning ability. Additionally, vigorously cultivate top-notch high-level talents of the compound and professional type.

5.4 Communication strategies-forming a platform for talent flow

The construction of innovative scientific and technological talents must improve the talent flow mechanism. Increase the intensity of attracting overseas students and overseas high-level talents, introduce them as needed, highlight key points, and stress practical results. Establish a domestic industry-leading talent information database. Improve the flexible talent introduction mechanism and support leading talents in scientific research start-up funds, research and development houses, housing, and financing.

5.5 Improving the talent incentive system

To strengthen the incentive system for innovative scientific and technological talents by combining internal and external incentives. A talent incentive system could establish with government incentives. Give full play to the dual incentive functions of economic interests and social honors. In the internal salary management of enterprises, one should implement a salary system inclined to innovative personnel and formulate a new distribution system. The government should formulate new property rights and intellectual property protection systems.

Enterprises and institutions should encourage technology, patents, and innovation achievements. To ensure innovative scientific and technological talents, one must have ownership of their innovation achievements, the right to generate wealth, and the patent right of their intellectual achievements. Different degrees of recognition and reward for all kinds of talents could make innovative contributions to stimulate their subjective feelings and meet their needs for recognition and respect.

The government has issued related policies for introducing housing solutions for talents, including establishing expert buildings in various industrial parks. For example, places where production concentrates or changes the land use to solve the housing problem of professionals.

5.6 Guarantee investment strategy-building a talent growth platform

Taking scientific and technological innovation projects as a carrier, constructing innovative scientific and technological talents (including scientific and technological leading talents and scientific and technological innovation teams) is a strategic measure to build innovative enterprises. Leading talents in science and technology are the commanders of implementing scientific and technological innovation. The scientific and technological innovation team is a vital force and organizational carrier for tackling technical problems, technological innovation, and personnel training, focusing on economic transformation and upgrading and harmonious social development of several leading scientific and technological talents and scientific and technological innovation teams.

Improve the selection system of enterprise academic and technical leaders and reserve candidates. Cultivate a group of top-notch scientific and technological talents with domestic and international academics. Also, the technical research and development frontier cultivates innovative teams with significant influence in China, producing senior scientific and technological experts with particular innovation strengths.

5.7 Adopting new HRM mode

Enterprises should be people-oriented by paying attention to the needs of employees. Also, adopt big data management methods in talent selection, training, management, and establishing employee relationships to provide a suitable platform for realizing employee value and the joint development of employees and enterprises. Enterprises should take advantage of the convenience of the Internet, establish a human resources management information system, and integrate management technology with information technology (El-Kassar & Singh, 2019). They can interpret human resources management's content and business process through the system platform. They obtain the statistical results of human resources, provide reliable decision support for realizing enterprises' strategic objectives and provide related services for other managers.

5.7.1 Achieving information recruitment

Traditional recruitment methods are often carried out in many resume forms and documents. With the advent of big data, enterprises can quickly take advantage of fast and comprehensive Internet coverage to find the most suitable and satisfying talents. To utilize the big data of talent recruitment, enterprises must first have a big data exchange platform with fast updates and smooth data. Establish their website, and set up a particular webpage for recruiting talents, which is used to announce the required recruitment positions and their corresponding benefits. Enterprises can provide various forms and electronic texts on this webpage for applicants' registration information. So that job seekers can download them freely according to their actual needs.

5.7.2 Achieving talent screening information

In traditional recruitment methods, many materials such as cover letters and resumes make the human resources management department tired of coping. The workload is relatively large by manually screening talents. Enterprises can publish recruitment information online, collect application materials through the network, and audit and screen the candidate information through human resources management software. Then, give timely feedback to job seekers. In this process, on the one hand, the informatization of screening work makes enterprises improve their work efficiency and choose the talents they need faster. On the other hand, enterprises quickly give feedback to job seekers through big data, reducing the waste of human capital to a certain extent. For enterprises cooperating with recruitment websites, renting their resume database for screening is a cost-effective investment.

5.7.3 Realizing the informationization of the agreement

After the online primary selection, relevant personnel can contact suitable candidates and arrange interviews. In this link, for some qualified enterprises, the video interview of big data has already been used. In this way, the cost of human resources for recruitment is saved to the greatest extent, and convenience is provided for reaching the agreement.

5.7.4 Achieving employee training information

Enterprises should combine the training methods in the era of big data with the traditional training methods to expand the training objects and contents and optimize the training effect. A virtual learning center can be established with big data as the medium. According to human resources planning and training needs, curriculum arrangements can be made, and the credit system can be adopted. Different credit tasks can be arranged according to different positions. A big data platform for staff training and learning can be built (El-Kassar & Singh, 2019). Knowledge can be quickly transmitted by making exquisite, distinctive courseware and big data platform technology.

As a function of human resource management, it is convenient for employees to arrange courses according to their situation and work needs. Online learning and testing are practical and convenient. Enterprises can track and assess the learning situation of employees through management systems. This system can provide a reference for employees' post changes in the future and avoid the loose characteristics of traditional training methods. Forming a big data training model and constructing a training platform is significant for inheriting knowledge and skills and improving staff's professional and management knowledge. These are essential measures to solve the contradiction between work and study and advocate autonomous learning.

On the one hand, big data training can meet the training needs of trainees on time. Trainees are not limited by the time and place of study, which embodies the superiority of autonomous learning in time and place, and is the unity of personalized and popular learning. On the other hand, it is conducive to reducing costs. Unlike traditional training methods, big data training methods no longer concentrate employees in specified places within a specified time, especially hiring tutors. Enterprises bear many training expenses in terms of the cost of personnel training. The training of employees with big data is not limited by time and place. Big data can help teach and reduce the burden of human and financial resources on enterprises and employees.

5.7.5 Achieving the informationization of employee relations

In the traditional employee relationship, employee communication is mechanical and passive. The primary way of communication is face-to-face conversation. Up to now, this way still has reference significance. The talker can know each other's emotions through tone, expression, and feedback on his opinions. However, both parties may have concerns under particular circumstances and cannot open their hearts. At this time, traditional communication methods cannot solve practical problems.

Unlike traditional employee relationships, big data employees require enterprises and employees (El-Kassar & Singh, 2019). It should not be passive and mechanical but advocate a win-win situation for the interests of employees and enterprises. On the one hand, enterprises can publish relevant information such as enterprise systems, work

plans, and meeting notices through employee communication through big data media. On the other hand, employees can also use freeways such as email. Relevant human resources management departments can give timely feedback according to employees' opinions and suggestions. Building employee relationships with big data helps cultivate employees' sense of belonging and ownership and creates a fair and just corporate culture among employees and between employees and enterprises.

5.7.6 Achieving performance management information

Performance management of big data is a systematic project. Enterprises can assess employees online by being equipped with big data system management software and record employees' working conditions and related data in real time through the system. At the same time, employees can also introduce their work progress and report on their duties through the system. As one of the crucial functions of human resource management, the big data of performance management is conducive to the convenient and quick realization of performance appraisal and enhances employees' recognition of performance appraisal and loyalty to enterprises. Enterprises can improve the level and efficiency of appraisal according to big data performance appraisal software.

5.8 Establishing a professional human resource management team

Under the current situation, it is imperative to establish a professional human resource management team. On the one hand, human resource management occupies a vital strategic position in developing enterprises. On the other hand, the rapid development of big data has put forward higher requirements for human resource managers. Human resource managers must first be proficient in network information technology. Secondly, they need superb management skills, solid theoretical knowledge, professional business management knowledge, and other basic skills. With the development of the economy and society, now that the knowledge economy is dominant, big data has become the symbol and feature of the times. Network information technology has penetrated all social production and life levels, which has a deepening influence on society and brought significant challenges to enterprises. HR managers must also update their concepts by applying humanized management and big data management methods and establishing a professional human resource management

Suggested golden rule of firm human resource management

Firstly, the essence of enterprise management is to manage customers and talents. However, the customers are ultimately operators—three core contents of talent management: management knowledge, management ability, and psychological capital. The core task of talent management is to build an effective platform. Knowledge sharing, application, transformation, and innovation can enlarge the value and efficiency of the organization's human resources. By building a talent supply chain and ability development system to support strategic objectives, business growth, and an effective psychological capital management system, talents' work scene experience and happiness index can be improved. Then the sense of identity and loyalty of talents to the organization can be enhanced.

Secondly, human resources management is a matter of the human resources department and the responsibility of all managers. The first person responsible for human resources is the CEO and managers at all levels. Every manager should bear two primary performance responsibilities: leading the team to complete the target task and maintaining the team to achieve talent development performance. The chief talent officer should jump out of the professional function level, think about people's problems like entrepreneurs, and have insight into future trends, customer needs, and talent needs.

Thirdly, human capital investment is superior to financial capital, and talents should be given priority, willing and continuous investment. As long as it is used effectively, the most expensive talent is the cheapest talent; The cheapest talent, if not used effectively, is the most expensive talent. It is no different from daydreaming about obtaining first-class talents with third-rate treatment and hoping to make first-class contributions. Only first-class treatment can attract first-class talents and make first-class contributions.

Fourthly, people-oriented, not simply human nature-oriented, but use-oriented. It is the greatest disrespect for talents and a tremendous waste to pursue without providing opportunities and a stage for practical use. Suitable means talents, good means value, and promising means a place, Do not Ask For Help is the highest end, but seeking talents is the most suitable.

Fifthly, no one is perfect. Those with outstanding advantages often have outstanding shortcomings, and imperfection is a kind of beauty; Employing people should not seek full blame but tolerate shortcomings. Cadres who have never made mistakes are not good. Only tolerance can lead to all rivers running into the sea and gathering all kinds of talents under their authority. The employer must have "gray-scale" thinking to activate the talents with high IQ. The boss sometimes has to "play dumb" and disregard his minor faults and shortcomings, "If the water is clear, there will be no fish, and if people look at it, there will be no disciples." There are no perfect individuals, only complementary and perfect teams. The shortboard is not self-complementary but complementary. We should foster strengths and avoid weaknesses, not learn from each other's strengths.

Sixthly, natural law is always more significant than artificial law. The fundamental purpose of human resource management is not to control but to activate and create value so that everyone can become a value creator and work with value. Authorization, activation, and empowerment of knowledge-based talents are far more important than control. The core of HRM is value chain management, which forms a circulation system of creating total value, scientifically evaluating the value, and rationally distributing value. The core of the human resource management mechanism design is to form a four-in-one management mechanism of responsibility, right, benefit, and ability.

Seventhly, from the thinking of talent ownership to talent use right. One must build an open, cross-border, integrated digital talent management platform and integrate global talents.

Eighthly, human resource management is a science and an art, which integrates science and art. It needs professional tools and methods, insight into human nature, sufficient wisdom, and rich experience to read people. To become value creators, human resource managers should devote themselves to contributing three core values: strategic support value, business growth value, and employee development value.

Finally, talents are customers, customers are talents, and fans are human capital. It is necessary to understand human nature and talent needs, build a customized and streamlined human resources product service platform, and make human resources products and services have product and customer attributes. Enterprises should devote themselves to building three communities: interest community, cause community, and destiny community. The community of interests is the foundation, the community of cause is the foundation, and the community of destiny is the goal. The business partnership will become the core institutional arrangement to handle the contradictory monetary and human capital relationship correctly.

5.11 Conclusion

Human resources are the fundamental motive force and a key factor of economic development. Nowadays, a knowledge-based economy has become the mainstream of the world economy. It is not material but human resources that determine a country or region's economic development speed and efficiency. In the knowledge-based economy, studying human resources in China and providing resource and academic support to develop a knowledge-based economy in China is necessary.

In the technology era, the role of large-scale data, management commitment, and human resource practices are intermingling (El-Kassar & Singh, 2019). To overcome the challenges, achieve a competitive advantage, and enhance economic and environmental performance. Changing employees' ideas and actively absorbing new knowledge as the core foundation of enterprise innovation and development. Human resource management keeps up with the changes by constantly innovating concepts, modes, means, forms, and methods. HR can also give full attention to its strategic role. The role indeed is people-oriented, provides services for the cultivation and development of human resources, and achieves the common goals of individuals and enterprises.

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