

# Research on Path Selection of Public Management Mode Reform in New Situation

**Chen Yihan**

*Department of Human Resources and Social Security of Ningxia Hui Autonomous Region, Ningxia, China  
yunjuan0310@126.com*

**Abstract:** *Under the new situation of economic globalization, the increasingly fierce competition among enterprises puts forward new requirements for public management mode. Among them, the human resources management has the vital practical significance to the enterprise competitive power. Therefore, this paper probes into the path selection of public management mode under the new situation, especially for the human resources management of public organizations.*

**Keywords:** *new situation; public management mode; human resources management; reform path choice*

## 1. Introduction

Rapid economic development and changing times require changes in the public management model [1-2]. The human resource of public organization is the main part of the whole society, and the human resource management of public organization is also a part of the whole society human resource management system [3]. Therefore, this paper probes into the reform path of the public management mode, especially the human resource management of the public organization under the new situation.

## 2. Obstacles to the reform of public management mode under the new situation

### 2.1. The external environment of the public management mode reform is more complex

At present, public problems become more and more complicated, and public administrators intervene in policy-making. Because of the influence of processing technology, problem identification and other factors, the selection of public management problems has gradually shifted to managers. Public administrators can use rational choice, environmental analysis, their own preferences into the scope of the policy agenda, but also by optimizing strategies, changing environmental constraints, in the construction of the problem to be creative, expand the right to choose. Under the condition of dealing with more affairs, lack of motivation and limited energy, political decision makers may be lazy, resulting in reduced personal input and analysis in problem selection. In fact, political decision makers prefer managers who are passionate about finding common problems and finding solutions to them.

For a single political decision maker, not all of the problem options in this range are what he wants, but each problem option is acceptable, which is a state of equilibrium. In the range of equilibrium problem, public managers can play the role of checks and balances and preference differences in political decision -making and control the autonomy in problem selection. If the interval of equilibrium problem is small, the autonomous space is correspondingly small. If the interval of equilibrium problem is large, the autonomous space is also large.

### 2.2. Preference of public managers in problem selection

Under the condition that the environment may change, managers can use their own actions, actively use strategies to deal with the adverse external conditions of public management problems, and make them develop in a direction favorable to management and expand the choice space within the range of balanced problems. Many factors can lead to changes in the preferences of political policymakers, and public managers need to master some of them while changing their state. For example, when political decision makers are persuaded by others, or acquire new knowledge and information in the process of

policy practice and learning, their problem choices may change. If political decision-makers are irrational and blindly establish ideals, they may lower social attention. Public managers need to seize the opportunity to choose their preferred question options and put them into the range of choices. Public managers are proactive and can take strategic action to change the preferences of policymakers, thereby enabling greater choice.

### **3. Problems in human resources management of public organizations**

There are many reasons for the problems in the human resource management of public organizations. Based on the historical and realistic analysis, there are the following aspects:

#### ***3.1. Human resource development environment of public organizations is not perfect***

The reform of the cadre and personnel system in public organizations aims to create an open, fair, just, competitive and merit-based environment and create a good condition for outstanding talents to emerge. But at present, the problem of talented people being able to go up or down is still very serious. Specifically, the lack of promotion opportunities and the lack of competitive compensation will affect the development of human resources and hinder the further development of enterprises. In addition, due to the high turnover rate of employees in public organizations, public organizations are facing the problem of the loss of some high-quality talents. Brain drain is a source of strength for the survival and development of a public organization. Brain drain will cause adverse effects on the public organization in many aspects.

#### ***3.2. Unscientific concept of employment***

Talent is the most important part of public organizations. Only by continuously attracting talent inflow, creating a platform for talent development and letting technicians bring their expertise into full play, can public organizations achieve substantial development. However, for the current public organizations, its human resources allocation there are certain deficiencies, the lack of people-oriented concept of employment. For example, public organizations are unable to allocate human resources scientifically and rationally to the posts of new personnel, and do not pay enough attention to the cultivation of talents. As a result, technical personnel newly enrolled in public organizations not only lack relevant work experience, but also lack a platform suitable for their own development, resulting in the loss of most excellent health technical personnel. There are a lot of fresh graduates in public organizations, who have just entered the society and are not familiar with the working process of public organizations. Therefore, the lack of people-oriented personnel concept in public organizations has discouraged the enthusiasm of technical personnel and easily led to health technical personnel can not be combined with their posts.

#### ***3.3. Lack of flexibility in management mechanisms***

The investment in the overall development of human resources is seriously insufficient, mainly due to the limited investment in the development of education, science and technology, resulting in the backward development of education and science and technology, the overall quality of human resources is not high, and the foundation of human resources management is weak. Third, the talent market is not developed and the talent allocation mechanism is backward. In many places, the talent market system is still imperfect, the service functions are few, the scope of radiation is small, the number of introduced talents allocated through organization is large, the market allocation is small, and the main role of employers in talent cultivation and introduction is not given full play, resulting in a serious disconnection between the supply and demand of human resources and the difficulty in optimizing the allocation.

Second, enterprises lack of career planning for employees. At present, the composition of the internal staff of the enterprise, the old staff accounted for a large proportion, and maintained a high stability, if the development of the company needs to adjust the staff structure, it must be. From a technical point of view, enterprises need more technically capable employees, but for old employees, facing the continuous development of enterprises, they do not have more technical skills, so they have a great sense of crisis for their posts.

### ***3.4. Deviation in ideological understanding***

The cultivation of high-quality personnel is related to the development of the socialist cause, an organizational guarantee to carry forward the cause of building socialism with Chinese characteristics, and an urgent and important strategic task facing us at present. But in actual work, some leaders and cadres are insufficient to the importance of this job and urgency understanding, show pair of raise and use inattentive. At the same time, under the influence of traditional ideas such as seniority and balanced care, a set of practices has been formed in the training and selection of talents, such as ranking, discussing seniority and stressing age. Especially in the use of Party and government leading talents, more attention is paid to the priority of joining the ranks, the length of tenure, the fear of breaking the balance, and the habit of looking at people from the old perspective, so that talents with development potential are not put to good use, affecting those cadres with pioneering and innovative spirit to give full play to their abilities. In solving the problem of export of talented people, especially to solve the problem of cadres being unable to make headway in "going down", they are afraid of offending people and hurting their feelings.

### ***3.5. Inadequate management system***

Although the personnel department of the public organization has mastered a certain number of personnel, but how to manage talent, the system is not perfect. How to give full play to the role of human resources management departments, and actively train and introduce talent there are still one way or another obstacles. Human resources management has not played its functional role. Most of them still operate according to the "top-down" mode of organization, which to some extent leads to some people's ideological disobedience and most people are not clear about personal development.

## **4. Suggestions on the reform path of public management mode under the new situation**

Aiming at the problem of "the main problems existing in the human resource management of public organizations at present", it is necessary to set up a mechanism which is good for all kinds of excellent talents to show themselves and make the best use of their talents, so as to effectively solve various drawbacks of the existing talent mechanism and vigorously promote the innovation of talent mechanism. The following countermeasures are put forward:

### ***4.1. Globalization and informatization of human resources management***

In the new situation, human resource management reform is determined by the globalization of the organization. The globalization of public organizations inevitably requires the globalization of human resource management strategies. Through the development of human resources and training so that our managers and be managed with a global concept. We should adapt to the requirements of the times, improve the market management mechanism, and implement the market-oriented operation of human resources management. Gradually combine the fundamental role of the market in the allocation of human resources with the macro allocation and policy guidance functions of the Party and the government, strengthen the application of the law of value and economic means to the management of talents, vigorously strengthen the construction of the talent market, and set up and improve supporting social service systems for talent endowment, medical care, disability social insurance, talent flow services, arbitration of talent flow disputes and so on, so as to realize the transformation from administrative means to economic means for the management of talents, so that the selection of talents by entities and the selection of jobs by individuals can be realized through the talent market, and promote the marketization, standardization and rationalization of talent management.

### ***4.2. Blurred leadership boundaries***

In public organizations, the line between leader and led becomes blurred, and knowledge is replacing authority. The value of a person to a public organization no longer only depends on his management position, but on his knowledge and information. The relationship between the leader and the led is based on trust, communication, commitment and learning. The characteristics of knowledge workers require a fundamental change in leadership style. Trust, communication, commitment and learning become new ways of interaction. Establish knowledge work system and innovation authorization mechanism. In the 21st century, the relationship between the managers and the supervised

and the colleagues will be handled according to the new rules of the game, that is, how to reach consensus on the basis of communication. How to achieve commitment to each other on the basis of trust, effective management on the basis of autonomy, especially to provide an innovative team with support and services, teamwork and empowerment.

#### ***4.3. Establish an open talent selection mechanism***

Accelerate the construction of "green channel" conducive to outstanding young cadres. Under the condition of open society, talents are trans-national, trans-regional and trans-trade. We must enlarge the vision of talent selection and form an open talent selection mechanism. The establishment of an open talent selection mechanism that is conducive to the emergence of various types of outstanding talents and the best use of talents is a new talent selection mechanism that follows different rules for the growth of different types of talents, fully embodies the principles of openness, equality, competition and selection of the best, and is oriented towards expanding democracy, enhancing openness and transparency and introducing a competition mechanism, and is a new talent selection mechanism that adapts to the challenges of WTO entry, increasingly socialized distribution of talents and increasingly complicated social life.

#### ***4.4. Establish a guiding mechanism conducive to the healthy growth of talents***

The rapid growth of outstanding young cadres is the result of self-selection, subjective efforts and the joint efforts of the times and organizational training. Self-selection and subjective efforts are crucial, but the times and tissue culture are also very important. It is an active "other-guided" organizational catalytic behavior and a catalyst for the growth and maturity of outstanding young cadres. It is necessary to strengthen the education of outstanding young cadres in ideals and beliefs, in ideology and politics, in discipline and work style, in morality and the legal system, and in science and culture, and guide them to firmly establish a Marxist outlook on the world, on life and on values, and to firmly establish a correct outlook on power, on location and on interests. We shall educate and guide young cadres to change their concept of becoming talents, firmly establish the concept of "producing talents through practice", take practice as the cradle for growth, resolutely discard such unrealistic ideas as "producing talents through practice" and "producing talents through the office of an organ", go to practice as early as possible, go to the grass-roots level and go to the frontline of market economy and reform and opening up to hone the will, improve their abilities and make contributions.

#### ***4.5. Establish and improve the mechanism for theoretical training and practical training of talents***

In the new historical period, the diversification of social interests, the change of people's ideas, the influence and infiltration of market economic rules on all fields of society, and the improvement of modern society's informationization and networking have put forward new tasks and requirements for talent education in the new period. In personnel training, we must have strategic thinking and vision, and take a new road. It is necessary to keep abreast of the times, continuously reform and innovate the contents, methods and mechanisms of education and training, and explore a new way of cultivating talents by combining theoretical training with practical training and combining purposeful and focused cultivation of main channels with activation of intrinsic motivation and self-improvement. In practice, we should strengthen the follow-up investigation and adjust the environment and post according to the actual performance of talents so as to effectively enhance the actual effect of training.

#### ***4.6. Increased strategic position of human resources management in the organization and downward shift of management responsibilities***

Human resources have become the strategic resources of public organizations. Human resources management should take responsibility for the realization of strategic objectives. Human resource management in the organization's strategic position, and be assured in the organization. Human resource management is not only the responsibility of the functional department of human resource, but also the responsibility of all staff and managers. In the past, it was the responsibility of the Ministry of Personnel. Now the senior managers of public organizations must undertake the responsibility of human resources management. The human resources management changes from the administrative power type to the service support type, the human resources function department's authority desalination.

## 5. Conclusions

In the process of the reform of the public management model, people have a certain understanding of the importance of human resources in public organizations. This paper analyzes the obstacles to the reform of the public management model under the new situation, and puts forward suggestions on the reform path of the public management model under the new situation, so as to lay the foundation for building a public management model in line with China.

## References

- [1] Stefanescu C A. *Public management reform under the dome of accruals [J]. Revistade Contabilidad*, 2020, 23(1): 91-101.
- [2] Zhou Z. *Research on Energy Saving and Emission Reduction Benefits and Management Mode of Intelligent Public Toilets [J]. Modern Management*, 2020, 10(6):956-965.
- [3] Prasodjo T. *Knowledge Management: Sustainable Human Resource Development in Public Sector Organizations [J]. Jurnal Administrare*, 2020, 6(2):159.