

# Discussion on the Construction of Core Talent (CT) Mechanism in Innovative Enterprises' Reform and Management

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**Abstract:** *The competition faced by enterprises has been transformed into the competition of talents, especially the competition of nuclear talents. CT are an important force for enterprise technology and product innovation. Today, with the rapid development of science and technology and the faster and faster renewal of products - how to attract and retain CT is the key for modern enterprises, especially high-tech enterprises to improve their competitiveness and achieve sustainable development. How to retain CT, mobilize their enthusiasm and give full play to their potential requires enterprises to carry out reform and management. The key is to establish a set of scientific incentive mechanism and corresponding incentive strategies. This paper mainly discusses the enterprise reform and management from the micro perspective. Based on the construction of the core talent mechanism of innovative enterprises, this paper investigates and analyzes the views of the core employees of enterprises a and B on the competitive advantage of the enterprise and the satisfaction of the CT on the salary by means of questionnaire survey. The results show that the CT of enterprises a and B believe that technology and quality are the most important aspects for the company to maintain competition, accounting for 38% and 42% respectively, and that customer resources and human resources are the most important aspects for development, accounting for 15% and 12% respectively; Moreover, most of the CT are not satisfied with the current salary. Compared with the personnel in the same industry and position, 37% of the respondents in enterprise a are not satisfied; In comparison, enterprise B is slightly lower, only 29%; The above survey results show that the company should pay attention to the development of technology and quality; The current salary system can not meet the needs of CT. The company needs to improve the salary system, focus on the construction of the salary system in the incentive mechanism, and pay more attention to the technical core employees.*

**Keywords:** *Innovative Enterprises, Core Talents, Construction of Talent Mechanism, Enterprise Reform and Management*

## 1. Introduction

Enterprise development pays attention to human capital, and talents are the core of enterprise human capital. Only excellent core people can effectively manage the operation of the enterprise, drive the development of the enterprise and create huge wealth and value for the enterprise. The CT of enterprises have unique ability characteristics. Enterprises must identify the ability characteristics of talents and match their ability characteristics with the development strategy and long-term objectives of enterprises. Different enterprises have different requirements for the ability of CT, but the ability of CT has many commonalities. Grasping these commonalities is of great significance for identifying and appointing talents. At the same time, human resource evaluation is an important tool for developing and managing human resources. Choosing appropriate evaluation technology will help to improve the ability and management efficiency of CT. The complexity and diversity of international environment changes, coupled with the gradual deepening of economic globalization and market information internationalization, enterprise competition is becoming increasingly fierce. If innovative enterprises want to gain competitive advantage and successfully deal with the severe challenges brought by globalization and informatization, the key is to pay attention to the utilization of CT. The ability of CT is very important for the correctness of enterprise development strategy and development direction.

Many scholars at home and abroad have studied the construction of core talent mechanism of innovative enterprises and enterprise reform and management. Widelska u applied the cawi method to a

group of 204 business leaders from northeastern Poland. The results show that the customer orientation of enterprise leaders is not unified, which depends on the size of their company, management style and the type of innovation implemented by the enterprise. Further research to determine the leadership and customer orientation of innovative companies. Include systematic knowledge of customer-oriented leadership and develop research assumptions. This conclusion is supported by the results of a quantitative study [1]. Sug in explores the core elements of social innovation enterprises leading the sustainable development of Korean social enterprises through the review of theories and case studies. The fundamental factor for the development of social enterprises in Korea is voluntary participation and independent operation, which is emphasized as public values. This paper investigates the social network model of the relationship between local communities and social innovation enterprises, and analyzes the role of social network combined with the performance of social innovation enterprises and the development of local communities. This study solves some problems to stabilize social business [2].

Strengthening people's management, developing people's potential and improving people's ability can effectively promote the all-round and sustainable development of enterprise economy. The management of talents mainly involves selection, training, promotion, performance and salary management. This paper combines theory with practice. Specific to the research on the incentive mechanism of creative talents in small and micro cultural enterprises, it not only needs to use theory to analyze and explore various viewpoints, but also needs to have an understanding of small enterprises in reality, that is, conduct field research on small and micro cultural enterprises, understand their operation, summarize and summarize on the basis of mastering the actual situation, and strive to improve the scientificity and accuracy of this research [3, 4].

## **2. Reform and Management of Enterprise Core Talent Mechanism**

### **2.1. Core Talents**

As the backbone of the enterprise, the role of CT is generally reflected in the following four aspects. CT play a decisive role in enterprise development and innovation. The core talent management system consists of four parts, including core talent identification, core talent incentive, core talent guarantee and core talent pool management. Based on the respective characteristics of CT in management, R & D, marketing and skills, the competency evaluation center has realized the targeted identification of CT, further improved the salary, performance and training at the institutional level, played a guiding and incentive role, established the core talent evaluation center and the management organization of the core talent pool, defined the dynamic management mode of the entry and exit of CT, and established the selection, employment, education The retention management system has achieved the goal of effective management of CT as the core resources of the enterprise [5, 6].

### **2.2. Requirements of the Company's Development Strategy for Core Talent Management**

Based on talents, establish a set of models for human resources planning, development, implementation and sustainable development, and realize the rejuvenation of enterprises with talent strategy and management improvement. The core of human resources management is to obtain, retain and motivate talents. Strengthen the construction and training of talent team, improve the ability of business innovation, pay close attention to the construction of four talent teams of management, R & D, marketing and skills, and implement the talent development strategy.

#### **2.2.1. Management Talent**

Take the road of professionalization, improve management level and professional quality, and build a team of professional managers. Establish an effective mechanism, form a good environment for the professional development of management talents, and constantly improve the management level and professional ability of managers; Strengthen efforts to cultivate and attract excellent management talents, and gradually form a management talent team with high cultural literacy and professional ability, appropriate scale and reasonable structure [7].

#### **2.2.2. R & D Talents**

Build a high-level and reasonably structured R & D talent team to enhance the core competitiveness of enterprises. For the high-end R & D talents urgently needed by the company, the introduction method is adopted, and the high-end technical talents are the main body.

### 2.2.3. Marketing Talents

Cultivate excellent marketing talents with dual skills. At this stage, the company can adopt two ways at the same time: first, introduce a group of excellent marketing personnel to form a marketing backbone team; Second, select a group of personnel with basic product knowledge and technical experience and marketing potential from within the company to form the basic force of the marketing team [8, 9].

### 2.2.4. Skilled Talents

Adhere to the vocational and technical grade evaluation system, and implement the salary system combining technical grade and treatment, so as to motivate employees to master new skills. Study the situation that the skill level of skilled talents is inconsistent with the actual level, and explore the evaluation system and method of skilled talents. Carry out technical training, job rotation and quality training for key employees, and do a good job in guiding post skills; Pay attention to the cultivation of skilled talents in the use of new technologies and equipment.

### 2.3. Reform and Management of Innovative Enterprises

To attach importance to innovation, we should recognize the importance of RE, especially the senior managers of enterprises should pay more attention to innovation. Their attitude determines the amount of R & D investment of enterprises to a certain extent. The degree of research and development investment of SMEs in China is directly proportional to the degree of research and development investment of SMEs in China; The company is the main source of innovation investment and the main body of transforming innovation achievements into actual productivity. However, the increase of innovation investment by the company should be based on a certain corporate governance structure [10]. Therefore, enterprises should improve the corporate governance structure, make the factors at the board of directors and shareholders play their due role, and pay attention to the construction of incentive mechanism; Make full use of the preferential policies provided by the state to accelerate the growth rate. We will continue to increase funding for small and medium-sized enterprises in terms of financing, taxation and resources. Small and medium-sized enterprises should seize the opportunity, make use of national policies to continuously develop themselves, improve their growth and innovation, and make greater contributions to the national economy [11-12].

## 3. Investigation on the Mechanism of Enterprise CT

### 3.1. Questionnaire Design

In order to understand the satisfaction of enterprise CT with the current situation of the company's incentive mechanism, this paper conducts relevant questionnaire survey on the CT of companies a and B through the form of open-ended questionnaire survey on the Internet and democratic evaluation within the company. This questionnaire mainly investigates the views of the company's core employees on the competitive advantage of the enterprise and the satisfaction of CT on salary.

### 3.2. Investigation Content

The object of this survey is the CT of companies a and B, and 200 CT in companies a and B are selected respectively. In order to ensure the authenticity and objectivity of the content of the survey report, this paper adopts the form of paid and anonymous filling in the form. All nuclear talents who participate in the filling in the form will receive a small gift, a total of 176 valid questionnaires will be obtained, and the data involved in the questionnaire survey will be sorted and counted.

### 3.3. Data Processing and Analysis

In this paper, SPSS 22.0 software is used to count and analyze the questionnaire results, and t-test is carried out. The t-test formula used in this paper is as follows:

$$t = \frac{\bar{X} - \mu}{\frac{\sigma\bar{X}}{\sqrt{n}}} \quad (1)$$

$$t = \frac{\bar{X}_1 - \bar{X}_2}{\sqrt{\frac{(n_1 - 1)S_1^2 + (n_2 - 1)S_2^2}{n_1 + n_2 - 2} \left(\frac{1}{n_1} + \frac{1}{n_2}\right)}} \quad (2)$$

Where, formula (1) is a single population test, which is the average number of samples, s is the standard deviation of samples, and N is the number of samples. Formula (2) is a double population test, and the sum is the variance of two samples, and the sum is the sample size

#### 4. Analysis of the Investigation Results of the Current Situation of Enterprise CT

Firstly, the CT of enterprises a and B consider the competitive advantage of the enterprise. The competitive advantage can be divided into company strategy, management, customer resources, technology and quality and human resources. The survey results are shown in Table 1 and figure 1

Table 1: Statistical chart of the company's competitive advantage survey

	Corporate strategy	Administration	Customer resources	Technology and quality	human resources
Enterprise A	24%	31%	15%	38%	12%
Enterprise B	26%	30%	16%	42%	8%

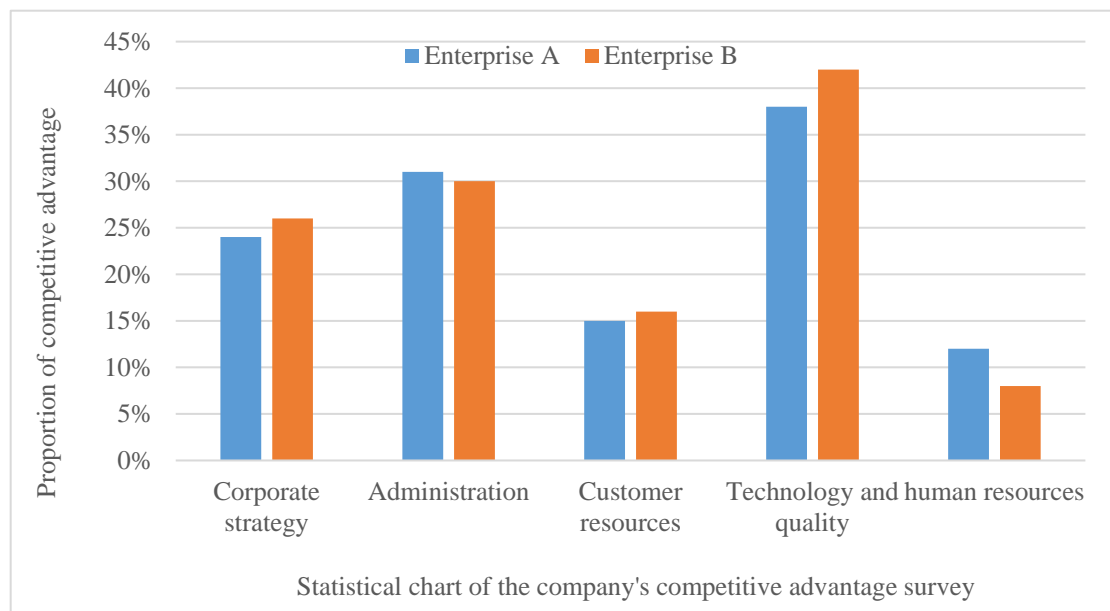


Figure 1: Statistical chart of the company's competitive advantage survey

From the above survey and statistics results, it is not difficult to see that the CT of enterprises a and B believe that technology and quality are the aspects that the company needs to develop most in order to maintain competition, accounting for 38% and 42% respectively, and that management is the aspect that the company needs to develop most in order to maintain competitive advantage, accounting for 31% and 42% respectively; 24% of the CT of enterprise a believe that the company's strategy is the aspect that should be developed most, and the remaining CT believe that customer resources and human resources are the aspects that need to be developed most, accounting for 15% and 12% respectively; The proportion of enterprise B is similar to that of enterprise a. It shows that the company should pay attention to the development of technology and quality. The CT hope that the company can pay attention to the development of technology and quality, and hope that the company can pay more attention to the core technical employees.

Next, the satisfaction of CT with salary is investigated, and the results are shown in Figure 2:

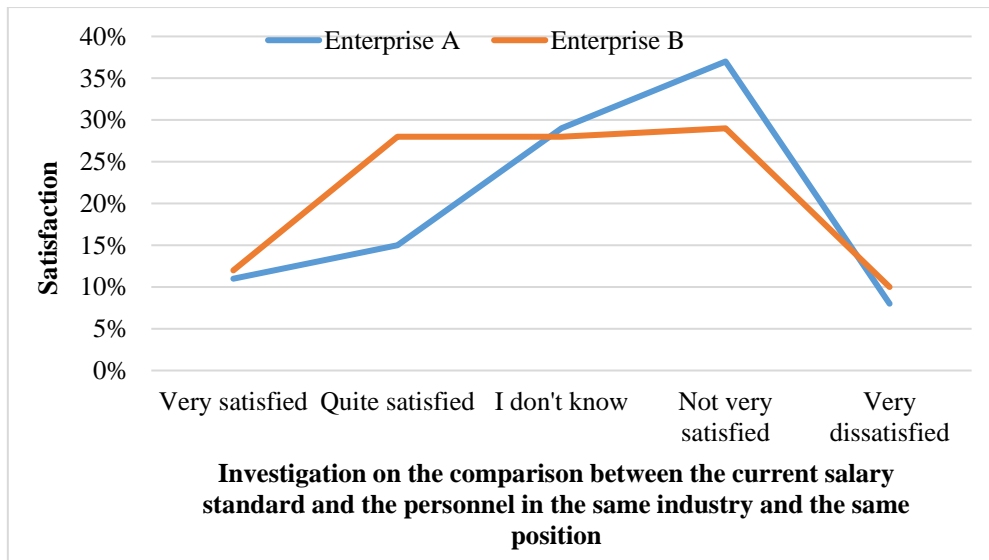


Figure 2: Comparison of salary standard with personnel in the same industry and position

From the above survey and statistics results, it can be seen that most CT are not satisfied with the current salary. Compared with the personnel in the same industry and the same position, 37% of the respondents in enterprise a are not satisfied; In comparison, enterprise B is slightly lower, only 29%,; 29% of the CT in enterprise a and 28% of the CT in enterprise B said that the gap between the current salary of the company and those in the same industry and positions was unclear; It shows that the current salary system of the company can not meet the needs of CT. The company needs to improve the salary system and focus on the construction of the salary system in the incentive mechanism.

## 5. Conclusions

With the establishment of the company's new industrial base, the pace of establishing a modern equipment manufacturing production base is accelerating. At present, the main bottleneck is mainly focused on basic management. It is imperative to systematically manage the CT in four sequences. Establish a core talent management system based on competency, dynamically identify and assess CT, and gradually build a core talent pool that CT can enter and leave, so as to mobilize the enthusiasm and creativity of talents on the basis of avoiding a significant increase in labor costs; Formulate incentive and guarantee measures matched with the core talent management mode, and guide the atmosphere of fair competition, positive innovation and appropriate reward, which is conducive to the introduction and retention of talents, and stimulate the enthusiasm and vitality of talents' innovation and entrepreneurship; The construction of core talent management system should aim at improving the satisfaction of CT, maintain the dynamics of assessment and incentive, and continuously improve the competitive advantage of enterprises. At present, the construction of core talent management system is in the initial stage. There are some progress in the identification of CT. The formulation of training, incentive, salary, welfare and related supporting systems for CT is not perfect and systematic. Compared with benchmark enterprises in the industry, there is still a big gap in the use validity of CT. How to build the core talent management system into a bridge and link that can reach the site and senior executives at the top also needs the support of many basic work, the formation of management ideas and the formulation of various management systems. Since this paper does not involve other types of core talent incentive mechanism research in other industries, the next research content can be extended to other industries; Due to limited conditions , This study is limited to theoretical research , The specific details of the operation of the enterprise need to be strengthened, which is also the biggest deficiency of this paper , I hope to have the opportunity to continuously improve in the specific talent incentive of the enterprise.

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