

Application Evaluation of Human Resource Management Guided by Enterprise Strategy

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Abstract: *With the rapid development of China's economy, the importance of talent has become increasingly prominent. Business operators have realized that talent is the fundamental factor for the rapid development of modern enterprises. In the process of enterprise development, talent is the source of development. Therefore, talent work must be given sufficient attention. Effective talent management can promote the efficiency of enterprises to grow exponentially. With the continuous development of the market economy, the internal and external relationships of enterprises are under unprecedented pressure, and the demand for talent is also increasing. Therefore, it is very important to analyze the human resource management of enterprises from the perspective of strategic development. This article elaborates on the importance and development direction of human resource management in enterprises, and discusses the basic connotation of enterprise strategic development. Finally, based on the perspective of strategic development, it focuses on exploring human resource management in enterprises from four aspects, with the aim of providing theoretical reference for relevant personnel and verifying the viewpoint through experiments. The optimization experiment ultimately resulted in the best solution P1 (with a duration of 40 days and a cost of 16335 yuan) that meets the dual minimum goals of construction period and cost. Human resource management guided by corporate strategy can effectively achieve corporate strategic goals.*

Keywords: *Human Resources, Enterprise Strategy, Application Analysis, Talent Management*

1. Introduction

Human resources are the most important asset of any enterprise. Therefore, human resource management plays a crucial role in the survival and development of enterprises. Especially for small and medium-sized enterprises, this often relates to whether they can survive in the increasingly fierce market competition. Therefore, how to improve the talent quality of enterprises has become an important issue faced by small and medium-sized enterprises. However, at present, there are still many problems in talent management of SMEs in China, which have had a certain impact on the development of enterprises.

Research has been done on the impact of human resource management on the efficiency of business operations. In order to measure the impact of green HRM on Prudential Life Insurance Company, information was analysed by Wulandari E T. Approximately 94 respondents from the claims department of Prudential Life Insurance participated in this survey. Approximately 94 respondents from Prudential Life's claims department participated in this survey. The results showed that green recruitment, training, compensation and rewards have a positive and significant effect on sustainability, but are not effectively evaluated in terms of performance. At the same time, "green" human resource management has a positive and important role to play in the sustainability of a company [1]. In order to investigate the impact of human capital practices in private schools on their competitiveness, Ahmad E used the data collected from a complete questionnaire to statistically analyse the results of the questionnaire to test the hypothesis of how HR activities affect competitive advantage. Multiple regression analysis as a statistical method and methodology allowed for the identification of five important factors: hiring and compensation systems, training and skill development activities, organisational climate, employee engagement, and decentralisation; and the establishment of an efficient communication system that provides a competitive advantage for private schools in Jordan. The study found that HR activities had a statistically significant impact on a firm's competitive advantage [2]. In order to clarify the role of HRD as a dependent variable, Mohammed A A adopted an exploratory and analytical approach in conducting this study. The results presented in the study

highlight the validity of the complex multivariate linear model affecting the components of benevolent leadership style, the intervening variable (knowledge sharing style component) and the identifiability with the HRD (Human Resource Development) function. The joint variation of direct and indirect effects is significant for HRD variables [3]. All of the above-mentioned literature proposes different scenarios for HRM (human resource manager), but they are not very actionable and are only theoretical findings.

A large amount of literature indicates that the vast majority of corporate strategies are based on human resources as the carrier, in order to be implemented and implemented. For example, the ultimate goal of predicting human resource supply, demand, capacity balance, and human resource allocation is to more effectively implement various corporate strategies, thereby promoting rapid and stable development of the enterprise. Therefore, human resource planning and management have become an essential part of enterprise strategic planning, performance, and development.

2. Enterprise Strategy and Human Resource Management

2.1. Human Resource Management

Human resources are the sum of all unemployed and employed, but capable individuals within a country or region. Within a certain time frame, it refers to the education, abilities, skills, experience, physical strength, etc. that individuals within an organization possess that can be utilized by the enterprise and contribute to value creation. Human resources are the abilities (resources) that enterprises need for their talents [4].

Human Resource Management is an umbrella term that encompasses a range of activities based on economic and humanistic thinking aimed at effectively utilizing the right human resources - recruitment, selection, training, and rewards - both inside and outside the organization to achieve the organization's goals and maximize the growth of its members. It refers to the overall process of predicting and planning the human resource needs of an organization to effectively recruit, organize, evaluate, reward, motivate, and develop employees in a way that meets the needs of both the organization and individuals, in order to achieve optimal organizational performance [5]. At present, research on human resource management in Chinese enterprises mainly focuses on the following aspects. The company's personnel plan, recruitment and recruitment, training and development, performance management, and compensation and benefits are the five main modes of human resource management, as shown in Figure 1, which can help the company boss understand the essence of human resource management [6].

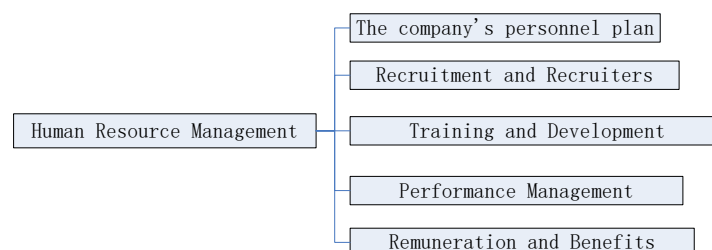


Figure 1: Five modes of human resource management.

As the owner of a factor of production, namely labor, people play an indispensable role in the construction and development of enterprises today. With the development of social economy and technology, this role is becoming increasingly evident, making human resource management increasingly important for the current development of enterprises. At present, some enterprises are still using traditional human resource management methods and concepts, which cannot adapt to the development of the times and implement the scientific development concept. Therefore, exploring innovation in human resource management models on the basis of "people-oriented" is conducive to promoting the optimization and development of enterprises and the sustainable development of the market economy [7].

Human resource turnover rate:

The HR turnover rate is the number of people who leave at a given unit of time (that is, in months), divided by the average number of people in the payroll at the beginning and end of the month and then multiplied by 100%. The formula represents:

$$\text{Turnover rate} = \frac{\text{Number of departures}}{\text{Average number of people on the payroll}} \times 100\% \quad (1)$$

The number of resignations includes the number of resignations and dismissals, and the average number on the payroll is the number of people starting each month plus the number of people at the end of the month, divided by 2. The talent turnover rate is an indicator of the stability of the talent team. The number of unemployed people is usually calculated on a monthly basis, as seasonal and cyclical changes also need to be taken into account when calculating on an annual basis.

Employment rate:

The new employee turnover rate in human resources is calculated by dividing the number of new employees by the average number of employees on the payroll and multiplying it by 100%. The formula represents:

$$\text{Newcomer rate} = \frac{\text{Number of new entrants}}{\text{Average number of people on the payroll}} \times 100\% \quad (2)$$

To achieve long-term development, a unit first needs excellent talents, who are the decisive factor in achieving its strategic goals. Nowadays, many companies and institutions focus on training middle and low level employees to improve their competitiveness, but neglect the cultivation of senior management personnel. Only through effective training of key talents can one better lead the team to meet the innovative development needs of the unit [8].

The development of human resources is very important for the development of a company. By training and developing company employees, a talent team that can meet the company's development needs can be established, thereby improving the company's competitiveness. In addition to talent training methods, content, and activities, the success rate of training is also influenced by the correct implementation of the employee training impact system. In order to improve the effectiveness of human resource development in a company, it is very important to provide effective training to senior management personnel. In addition, the personnel training effectiveness evaluation system is another way to check whether the training process is appropriate and whether the training results meet expectations. It can identify gaps in training performance, so that the company can develop more comprehensive training methods based on the actual situation of the internal workplace and employee needs [9].

The integration relationship between strategic management and human resource management is based on enterprise strategic planning first, followed by human resource planning. In short, it is before enterprise strategic planning and after human resource planning. This requires enterprise managers, leaders and decision makers to first make overall planning for enterprise strategy, and then use it as the basis to explore human resources, screen human resources and plan human resources, so as to achieve the most optimal allocation and management of human resources, so that the role and value of human resources in the process of enterprise strategy development can be maximized, thus enhancing the productivity and core competitiveness of the enterprise. Human resource planning and management are the carriers of enterprise strategy implementation [10].

2.2. Enterprise Strategy

2.2.1. Definition

Corporate strategy refers to a series of comprehensive and long-term plans and strategies adopted by a company to respond to future environmental changes and achieve long-term survival and sustainable development. A company strategy is a plan formulated by the senior management of a company to survive and develop in an increasingly competitive market. It is a plan obtained through a series of scientific decision-making processes based on a comprehensive analysis of the future trends of the external environment and the company's own strength, and is a summary of the company's management philosophy.

Strategic management and human resource management are both components of the enterprise management system, with the aim of promoting stable and healthy development of the enterprise. Therefore, they have many similarities and close connections [11-12]. For example, human resource planning and management are the carriers of enterprise strategy, and the development of enterprise

strategy is the main goal of human resource management. This determines that the two can match each other, and also determines that strategic management and human resource management can form a harmonious integration relationship, which can integrate and develop with each other under reasonable conditions and environment [13].

2.2.2. Role of Human Resource Management in Enterprise Operation and Development

(1) In the long run, enterprises must implement strategic personnel management for their employees. Human resource management in enterprises refers to the scientific and effective management of all personnel in order to achieve the strategic business objectives of the company [14]. Therefore, enterprises must apply the strategic concept of human resources to practical work, coordinate and guide human capital, make necessary investment in it, avoid brain drain, carry out a series of studies, develop a set of sound implementation plans for talent cultivation and talent management, strive to improve the productivity of enterprises, and coordinate the development of enterprises with human resources as a resource. The company has a strong human resource foundation, which can establish good working relationships among various departments and employees within the company, and maintain close cooperation with other peers or cross industry enterprises to jointly promote the company's outward development and achieve mutual benefit. Correctly guiding the strategic talent management plan can improve the company's efficiency [15-16]. On the one hand, it can help enterprises achieve their development goals. When the expected benefits of the enterprise are achieved, it would greatly enhance the work enthusiasm of employees, allowing them to focus more on their work [17]. The Human Resources Department is responsible for recruiting the necessary personnel for the company and providing the necessary human resources for the company based on its actual situation to achieve its development goals. Strategic human capital can improve employees' work efficiency through incentives, improvements, and other means [18].

(2) Implementing strategic human resource management is helpful for enterprises to achieve strategic goals. It can be said that these two aspects advance and retreat together, complementing each other. In the operation of the company, a human resources strategy is formulated based on the company's development strategy, which not only lays a solid foundation for the company's operation, but also further promotes the achievement of the company's development goals. The talent strategy of a company must be combined with its long-term development strategy to ensure that talent can effectively drive the company's long-term strategy. The core competencies of an enterprise play a crucial role in achieving its strategic goals, with talent resources being its greatest support and talent teams being its greatest backing. Therefore, it is necessary to vigorously cultivate a group of outstanding talents who play an important role in the development of the enterprise, establish firm core values, and provide scientific training for talents in order to maximize the resource efficiency of the enterprise [19-20].

(3) Strategic human resource management practices can help improve performance. When a company implements strategic human resource management, employees in all departments of the company would be developed, and their work quality and abilities would be improved, further improving the overall performance of the company. Therefore, it is very important for the company to develop strategic human resources and play a positive role in the development process. If company managers cannot correctly assess the importance of human resource development, they cannot integrate company activities with individual employee work. Human resource management would guide the stability and long-term development of the company.

Enterprises should have strategic thinking, attach importance to human resource management, and promote high-quality development. Firstly, one must adhere to the principle of "people-oriented" and "employee needs" as the guide, promote "people-oriented" management, strengthen "soft" management, and prevent the loss of "people". On the other hand, attention should be paid to the fairness of management, and appropriate rewards should be given to hardworking and motivated employees, while penalties should be imposed on lazy employees, to strengthen the company's team and achieve the goal of high-quality development.

3. Experiment on Human Resource Scheduling Plan

A plant producing polysilicon solar cells is proposing two technological improvements to increase production capacity. Finally, the effectiveness of this method was demonstrated through an example. Table 1 lists the relevant parameters for items A and B. The program was written using Matlab (matrix laboratory) to implement the algorithm during the solution process.

Table 1: Relevant parameters of projects A and B.

Projects	Task	Work time quota/days	Material 1 limit / piece	Material 2 limit/m	Number of people assigned/person
A	A1	7	170	140	2
	A2	9	175	165	2
	A3	12	355	410	3
	A4	10	240	220	2
B	B1	19	380	340	2
	B2	12	360	300	2
	B3	12	260	220	3
	B4	14	500	450	2
	B5	13	280	240	2

The above are two projects A and B that need to be completed, consisting of 4 and 5 tasks, respectively. The quantitative time required to complete each task varies, and the limitations on the consumption of materials 1 and 2 also vary. Details of the time and material consumption limits for task completion and the number of people assigned to each task are shown in Table 1.

Table 2: Personal material consumption rate table.

Personnel Number	1	2	3	4	5	6	7
Material 1 consumption rate	10	10	13	9	12	10	7
Material 2 consumption rate	11	8	10	10	13	9	14
Personnel Number	8	9	10	11	12	Standard person	
Material 1 consumption rate	12	10	9	10	11	10	
Material 2 consumption rate	11	9	7	12	13	10	

Each employee's material consumption is different. The above is the detailed information on the material consumption table of the employees participating in the experiment (No. 1-12), as shown in Table 2. As shown in Table 2, the working methods of different employees vary, and the consumption of materials also varies. Therefore, arranging employees reasonably can save on the cost of factory operation.

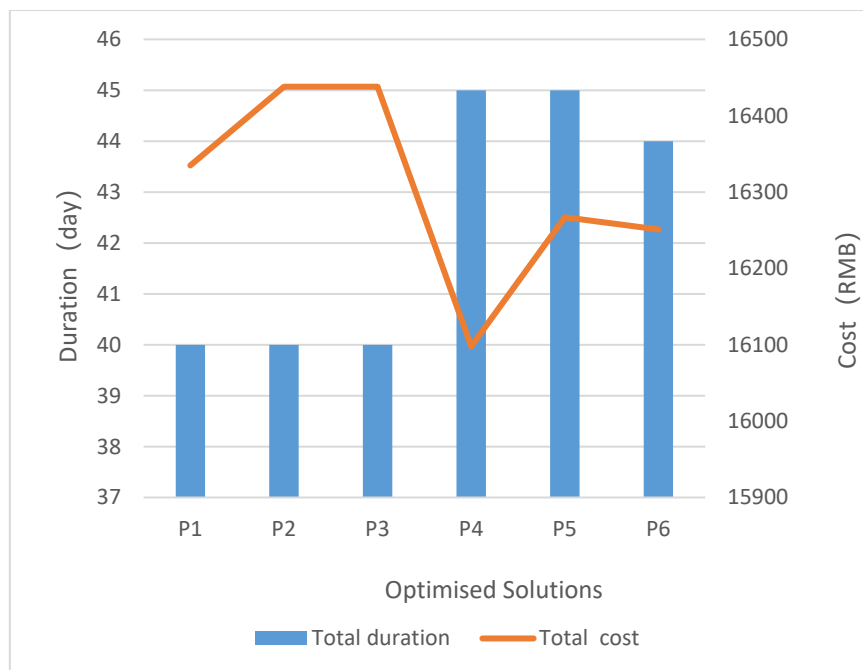


Figure 2: Comparison of p1-p2 scheduling schemes.

Based on the first optimization objective, which is the combination of the minimum work period A of each project and the minimum cost B of the multi project solution, the maximum number of people per time interval defined in this calculation is 7, as well as the number of people assigned to each task (as shown in Table 1). This determines the earliest multi project tasks that can be started and can be classified into the following six solutions (P1-P2). In addition, multiple projects that do not meet the

minimum total duration or maximum number of assigned personnel are excluded. After optimizing the allocation of human resources, as shown in Figure 2, it can be concluded that the plan with the shortest total construction period is p1-p3, and the plan with the least cost is p4.

4. Conclusions

People are the cornerstone of human resource management activities, and it is necessary to manage the work relationships and skills of employees in the unit, so that they can reasonably adapt to the actual working conditions of the unit and the work abilities of employees. This includes regular education and training for unit employees. In the new era, enterprise operations and management have been well coordinated, avoiding efficiency issues caused by human factors. The unit fully values contemporary strategic human resource management, recognizes its significance in theory and practice, establishes a people-oriented functional human resource management concept, fully considers the abilities and future development of personnel at all levels, and combines future development goals with the organizational strategic goals. It is necessary to ensure good internal development of the organization through the wise use of internal human resources.

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