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Innovative Human Resource Management Measures to Improve the Competitive Ability of State-Owned Enterprises



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Abstract: With the rapid development of China's economy, the reform and innovation of state-owned enterprises have become a hot issue of social concern. As an important part of the core competitiveness of enterprises, the innovation and development of human resources management is not only an important guarantee for state-owned enterprises to maintain vitality and creativity and enhance market competitiveness, but also an important guarantee for state-owned enterprises to be invincible in market competition and achieve sustainable development. Therefore, state-owned enterprises should take human resource management as the core of strategic innovation and development strategy change, giving full play to its advantages while further improving operational efficiency. In this paper, human resource management is the core of research and analysis, and the current situation and problems of human resource management in state-owned enterprises are analysed, studied and discussed, and then strategies and methods to improve the competitiveness and innovative development of state-owned enterprises are proposed.

Keywords: human resource management; state-owned enterprises; competitiveness

1. Preface

In the context of the rapid development of China's economic market, competition in various industries is more intense. As a strong support for China's social and economic development, state-owned enterprises should give full play to their own advantages in the stage of economic development and reform, and integrate into the global economic integration with a more open attitude. At this stage, China's economy is shifting from the stage of high-speed growth to the stage of high-quality development, building a modern economic system, forming a new pattern of comprehensive opening up and other major opportunities, state-owned enterprises through the in-depth promotion of supply-side structural reform, to accelerate the transformation and upgrading of

state-owned enterprises. From a macro perspective, human resource management should also adapt to these opportunities and put forward new requirements for human resource management in the new era.

On a micro level, the expectations and demands of employees of state-owned enterprises for human resources are also changing, and to adapt to these changes, it is necessary to strengthen the human resources management of state-owned enterprises.

2. Overview of human resource management in state-owned enterprises

Human resource management in state-owned enterprises is concerned with the planning, development, acquisition and performance management of human resources as well as compensation and benefits management. Human resources, as one of the very important elements of

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the management program of state-owned enterprises, play a vital and practical role in promoting the enterprise to achieve strategic management (Zhao, 2023). Secondly, the special characteristics of state-owned enterprises make them implement the principles of science and effectiveness in human resource management, while systematic human resource management needs to be achieved for all employees across the industry, but with human resources showing diversified characteristics and facing such a rich market environment, the loss of talents as well as operation and management of state-owned enterprises become tricky issues, for this reason, state-owned enterprises should adopt more effective strategies, adhere to a customized corporate culture, learn and master effective human resource management and effective communication channels, build a good working atmosphere, cultivate a trusting relationship between employees and the company, and maintain the achievement of SOE management and performance goals (Zheng, 2022). At the same time, SOEs should also grasp the construction of corporate culture, carry out experience exchange and skills training, develop and improve corresponding rules and regulations, and update the organisational governance structure of the enterprise to meet the requirements of the market economy. In addition, state-owned enterprises should also focus on the administration according to the law, and while granting salaries and benefits, they should not only implement them in accordance with the legally prescribed standards but also address the comprehensive coordination between state-owned enterprises in regional differences and the market economy conditions to help their future development.

3. Problems in human resources management in state-owned enterprises

3.1 Backward management concepts and the phenomenon of ranking according to seniority

With the development of the market economy, some state-owned enterprise leaders are deeply influenced by the planned economy. After the reform and opening up, with the further deepening of the

reform of state-owned enterprises, various rules and regulations and operating procedures formed under the originally planned economy have been broken, and some people are not adapted to the market economy, cannot fully act according to the market rules and lack of innovation consciousness and other problems have gradually emerged. Coupled with some leaders' old-fashioned and conservative ideology, lack of modern management awareness and scientific awareness of human resources management, the human resources management departments of some enterprises gradually changed from the original "transactional" departments to "decision-making departments" and became "decision-making institutions". In the case of tobacco enterprises, for example, the influence of traditional management models, the lack of a clear incentive mechanism for internal management, and the competitive pressure on employees have to some extent satisfied the psychology of the employees of state-owned enterprises seeking stability, but at the same time, because the employees have the idea of "not seeking merit, but seeking no fault", which in turn makes it difficult for quality talent to give full play to its proper role. This has limited the development of innovation in enterprises (Yang, 2022).

At the same time, due to the traditional mechanism of "one hand" and the decisive influence of the leader's personal will on human resources work, state-owned enterprises in human resources management are unable to effectively mobilize the enthusiasm of employees, stimulate their potential and creativity so that employees do not play their proper role in the process of completing work tasks. In the case of old tobacco companies, for example, the long-established human resources management model has failed to adopt advanced methods and approaches in the introduction of new recruits and the promotion of cadres, which to some extent increases resistance to internal staff restructuring and affects the actual motivation of employees. Moreover, state-owned enterprises are unable to manage human resources according to the requirements of their positions; they pay too much attention to age and

seniority in hiring; and there are various unreasonable phenomena in staffing, such as allocating people according to the needs of their positions, and needing people according to their positions. In particular, the younger generation has difficulty performing their jobs or causing serious consequences due to less experience, less insight and insufficient understanding of the environment in which the enterprise is located and the corporate culture; some have higher education and professional knowledge but are unwilling to engage in front-line work, so they do not put their energy into the front line (Cheng, 2022).

3.2 Backward management tools and wasted human resources in the sector

In state-owned enterprises, human resource management is often treated as simple transactional work, and some state-owned enterprises do not even have full-time human resource managers, which has resulted in a large amount of wasted human resources. In today's information age, the informatization of human resource management has become an essential link in the process of achieving sustainable development, while many domestic enterprises have not yet established a comprehensive talent management information system, which has led to the lagging construction of the unit's internal talent information management system, resulting in a large amount of talent information being left idle.

At present, state-owned enterprises do not attach enough importance to talent strategy and the existing talent training system is not perfect, etc. The lack of a truly effective human resources training and promotion mechanism within state-owned enterprises, some personnel believe that human resources are only to meet the current staff recruitment and job requirements. Under the influence of the old system, staff deployment is concentrated in the hands of a small number of personnel, some of whom are required to work in accordance with the instructions of their superiors, and the selection and employment of personnel are managed by the department's human resources, coupled with the lack of staffing in the department, most personnel are busy with attendance,

disciplinary supervision and performance assessment, etc. The workload is already saturated, and it is difficult to have more time and energy to consider the current deployment of positions in the enterprise, and personnel development. In view of this, in the process of reform and transformation of state-owned enterprises, managers are required to face great challenges and changes in management concepts and methods, and need to establish a set of human resource management systems that can achieve a high degree of information sharing, have the ability to be flexible and adaptable to new business processes and new environments to meet the development needs of state-owned enterprises (Wang, 2022).

4. Strategies for improving human resource management in state-owned enterprises

4.1 Establishing a modern human resource management system

Firstly, the human resource management of Chinese state-owned enterprises should fully consider the social and economic environment of their country, actively explore a modern human resource management system that is in line with the development of their enterprises and social and economic development, and respect the connotations and extensions of the enterprises themselves in order to achieve the optimal allocation of human resources in the enterprises. Secondly, Chinese state-owned enterprises should strengthen human resources planning, fully consider the objective situation in the enterprise market competition, actively expand the business scope, expand market share, reasonably adjust the enterprise scale structure, scientifically allocate enterprise resources, and form a human resources system with enterprise characteristics. In addition, Chinese state-owned enterprises should adhere to the people-oriented principle, establish a scientific performance appraisal system, standardise management procedures, establish a perfect welfare mechanism and adjust policies in a timely manner in order to enhance employees' career development and

promote sustainable development of the enterprise(Wang, 2022).

4.2 Develop a scientific salary performance appraisal

Considering the production and employment characteristics of state-owned enterprises, it is necessary to explore scientific pay performance appraisal standards that meet the employment needs of the enterprises, so as to improve the level of payment management. In the case of tobacco enterprises, for example, it is necessary to follow the relevant standards and requirements in conducting specific assessments, to provide feedback on the real employee work situation, and to closely integrate the skills of employees with the performance of the enterprise, so as to motivate employees to continuously improve their abilities and promote the development of the enterprise with higher salaries(Shi, 2022).

Under the premise of combining performance appraisal with goal building, firstly, full consideration should be given to positions within state-owned enterprises as well as the links and development status of each department, and reasonable departmental development goals should be set through a comprehensive and integrated assessment. Secondly, it should consider the level of enterprise operation and the competitive employment environment, attach importance to skills upgrading, provide employees with lifelong learning opportunities, and provide training opportunities for employees in conjunction with career development to promote the level of skills of enterprise talents. Finally, enhance the sense of ownership of the enterprise's employees, allowing employees to participate in decision-making voting, enhancing democratic rights and raising the awareness of the responsibility of employees within the post.

4.3 Enrich the form of internal staff training

In the enterprise internal staff training to carry out "mentor to apprentice", "old and young pairing" and other forms of help, so that the old workers (experienced employees) will be their own work experience and knowledge into training advantages,

in the specific training to play a demonstration, leading role. Secondly, state-owned enterprises should enrich the form of training, select outstanding employees within the enterprise, build a team of lecturers with excellent professional ability, and adopt various methods such as practice, case study, seminar, simulation, psychological training and consultation, so as to improve the effect of staff training. Professional skills. Finally, different training programmes should be arranged according to the skills of the employees, so that the training meets the actual needs and strongly promotes the development of talents in the enterprise. In addition, an effective assessment mechanism should be developed to regularly assess the effectiveness of training employees, such as setting up a reasonable incentive mechanism to allow employees to exchange their efforts and contributions for corresponding material objects or honours, so as to satisfy the pursuit of the material and spiritual worlds, create a beneficial atmosphere for future training activities and fully stimulate employees' enthusiasm for learning excellence(Li, 2022).

5. Conclusion

In conclusion, with the current rapid economic development, the state-owned enterprise industry is facing fierce competition. If state-owned enterprises want to stand out in the competition, they need to introduce modern human resource management ideas, pay attention to the shaping of corporate culture and brand, and develop a set of perfect human resource management processes in order to improve the efficiency and quality of enterprises and help them achieve more efficient development. By attaching importance to the exploration and cultivation of talents, introducing talented and competent newcomers, stimulating the potential of reform and innovation of employees, bringing more development opportunities for the enterprise, thus improving its competitive advantage and thus promoting its current stable and sustainable development. Thus, the implementation of innovative human resource management can stimulate the innovative spirit of

state-owned enterprises, and improve the teamwork spirit and technological innovation ability of enterprises, thus helping state-owned enterprises to achieve sustainable development.

Conflict of Interest

The authors declare that they have no conflicts of interest to this work.

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