

HUMAN RESOURCE MANAGEMENT IMPROVEMENT STRATEGY BASED ON ENHANCING CORE COMPETITIVENESS OF ENTERPRISES - A CASE STUDY OF COMPANY Y

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ABSTRACT

Human resource management is an essential component of enterprise management, directly impacting the core competitiveness of the enterprise. In order to enhance the core competitiveness of enterprises, it is necessary to improve and optimize human resource management, thereby maximizing the utilization and motivation of human resources.

This study aims to explore how enterprises can achieve the goal of cost reduction and efficiency improvement through improving human resource management. Human resource management is a crucial part of enterprise management, involving aspects such as recruitment, training, incentives, and evaluation of employees, directly affecting the production efficiency, quality, innovation capability, and market competitiveness of enterprises. This study analyzes the role and significance of human resource management in enhancing the core competitiveness of enterprises from both theoretical and empirical perspectives. It summarizes the key points that enterprises need to be vigilant about in the process of human resource management and proposes methods and strategies for improving human resource management, aiming to provide valuable references and guidance for enterprises.

Keywords: Human Resource Management, Enterprise Core Competitiveness

INTRODUCTION

In modern enterprise management, human resources are recognized as one of the most critical strategic assets, with vast potential. Therefore, it is an indisputable fact that human resource management has become the cornerstone of enterprise development. However, to achieve this, modern enterprise management needs to integrate human resource management with overall strategic planning to support the development of the enterprise's core competitiveness.

Despite research confirming the driving role of human resource management in enterprise core competitiveness, there are still many areas of ambiguity that have not been thoroughly explored. Previous studies have rarely explored the correlation between human resource management and enterprise core

competitiveness from a holistic perspective, leading to a disconnect between the development of core competitiveness and human resource management in enterprises.

The aim of this study is to analyze the systematic and theoretical deficiencies in human resource management at Company Y. By comprehensively utilizing research methods such as literature review, questionnaire surveys, and interviews, combined with knowledge from disciplines such as organizational behavior, modern management, and human resource management theory, the study aims to identify the problems that Company Y urgently needs to address in human resource management from the perspective of core competitiveness. It also proposes corresponding improvement suggestions. These improvement suggestions will help Company Y better integrate human resource management with its core competitiveness development strategy, thereby enhancing its competitiveness and long-term development potential.

Human resource management

Human resource management refers to the management of the workforce composed of individuals within an organization. The arrangement and utilization of human resources are referred to as "human resource management," with a key function being "placing the right people in the right positions at the right time." It is the department within an enterprise responsible for governing and utilizing human capital. [2]

Core competitiveness of the enterprise

Core competitiveness refers to resources that can bring comparative advantages to a company in competition. It can be defined as "the coordinated combination of various resources' allocation and integration methods, enabling the company to stand out in the market." [3]

Core competitiveness is the ability of an enterprise (including talents, nations, or individuals participating in competition) to obtain long-term competitive advantages. It is unique to the enterprise, able to withstand the test of time, possessing scalability and practicality, and is a collection of technologies or abilities that are difficult for competitors to imitate. It encompasses the ability to confront change and intense external competition and to prevail over competitors. [3]

The theory of human capital

The theory of human capital posits that human capital is embodied in individuals, representing the sum of expenditures on producers such as education, vocational training, and opportunity costs incurred during education. This theory suggests that human capital encompasses various production knowledge, labor and management skills, as well as the overall health quality inherent in individuals. Furthermore, the theory asserts that investment in human capital yields a higher return on investment compared to investment in other material inputs. [4]

METHODOLOGY

Sub-Section 1

Case Overview:

Company Y was established in 1951, approved by the People's Government of Sichuan Province, and was founded by the government of Ya'an City, Sichuan Province. It operates as an educational group with registered capital of approximately 1 billion yuan. The company's business scope includes specialized education services covering preschool education, primary and secondary education, higher education, and adult education.

Sub-Section 2

Sample Extraction:

The survey of enterprise samples relies on the cooperation of the enterprise's human resources department, which provides specific venues, employee phone numbers, and coordinates the distribution of questionnaires. In this survey, a sampling survey method was used, conducted through email, paper distribution, etc. A total of 205 questionnaires were sent out, and 200 were collected. The number of collected questionnaire responses accounted for 70% of the total number of employees in the enterprise, and there were no invalid questionnaire responses collected.

Sub-Section 3

Sample Collection and Summary

The study will use a questionnaire survey to investigate the basic information and work status of employees in the enterprise. From Table 1.

Table 1
Overview of the Questionnaire Survey Form

Communication Elements	Specific Questions	participant / position
Position-related Issues	1. Is your current position aligned with the major you studied in college? 2. Are you adapting well to the external environment of your current position? 3. Is your current job position the same as the one you applied for? 4. Can you handle the workload of your current position?	
Work Duration	1. Is there a regular work duration exceeding 8 hours per day? 2. The number of times you were required to work mandatory overtime in the past month.	
Workload	1. Is the daily workload within an acceptable range? 2. Is the sudden or unexpected workload within an acceptable range?	
Salary and Benefits	1. Are you satisfied with the current salary package? 2. Are you satisfied with the current company benefits? 3. Have you participated in relevant business training this year? 4. Is overtime pay disbursed on time and in full?	
Performance Evaluation	1. Are the performance evaluation indicators reasonable? 2. Is the performance evaluation process fair and just?	

RESULTS

Analysis of Survey Results

Through the analysis of the survey questionnaire results, the main issues affecting employee work efficiency or accuracy can be categorized into three aspects: organizational factors, individual factors, and material factors. Organizational factors mainly involve organizational culture, communication and management, smooth workflow, education and training, etc. Individual factors mainly relate to employee loyalty, personal abilities, work pressure, mental health, etc. Material factors mainly involve employees' economic income, welfare benefits, living standards, etc.

Based on the analysis and summary of the survey questionnaire, the problems existing in the human resource management of Company Y can be outlined as follows:

Sub-Section 1

Deviation in the Process of Hierarchical Management

Through analysis, the characteristics of human resource management in Company Y conform to the hierarchical management organizational structure model. Hence, the drawbacks resulting from the combination of the two are summarized as follows:

1. Organizational Rigidity and Adherence to Rules:

The situation of organizational rigidity and adherence to rules in Company Y mainly manifests in excessive organizational hierarchy and slow decision-making. This system not only fails to meet the demands of a dynamic market environment but also stifles innovation.

2. Serious Individualism:

The individualism reflected in this survey mainly refers to personalism, wherein leaders prioritize personal thoughts, logic, and concerns in the workplace. Subordinates are unable to express their own opinions and ideas regardless of their correctness.

Sub-Section 2

Issues in Vocational Education and Training:

1. Lack of Clear Training Focus: Employees in the company come from different vocational backgrounds, including those who have switched industries and recent graduates. Therefore, vocational training should be tailored to the individual needs of employees with different vocational backgrounds or varying levels of work experience.

2. Superficial Formalism: The analysis of training needs in talent development programs affects the accuracy and achievement of implementation objectives. While the number of companies recognizing the importance of analyzing training needs has been increasing annually, there is still a tendency for some training activities to be superficial. Many so-called vocational training events turn out to be mere superficial activities, focused more on leisure than on substantive skill development.

3. Lack of Integration with Organizational Strategy and Employee Development: There is a lack of integration between the company's strategic objectives and the development needs of employees, leading to poor implementation and low operability. This often results from neglecting to assess the actual professional levels of personnel involved in talent development research and analysis.

4. Failure to Keep Pace with Technological Advancements: When new technologies begin to be widely adopted, employees may not keep up with the pace of progress due to a lack of specialized training programs.

Sub-Section 3

Issues in Performance Management:

Based on the survey conducted by Company Y regarding performance management, several issues have been identified:

1. The human resources management department mistakenly equates performance management with performance appraisal.
2. Performance evaluation fails to integrate reward and punishment mechanisms, resulting in significant discrepancies in salaries for similar workloads.
3. Basic salaries are too low to meet the living needs of employees.

Sub-Section 4

Emphasis on Short-Term Incentives, Lack of Long-Term Incentive Measures

For a company to achieve long-term development, it must establish an effective incentive mechanism that not only meets employees' short-term needs but also stimulates their long-term enthusiasm. In the case of Company Y, short-term incentives may lead to a decline in employee motivation once the effects wear off. Due to a sense of compensation psychology, employees' feelings of apathy may become more severe, further diminishing work efficiency. Additionally, the lack of long-term incentive measures fails to effectively enhance the connection between employees and the company, resulting in a lack of belongingness among employees. Consequently, they may not align their development goals with the company's future prospects.

CONCLUSION AND FUTURE WORK

After conducting on-site inspections and processing data collection for Company Y, this study extracted several key points that may affect the company's core competitiveness for analysis and evaluation. Leveraging survey data, four major points—company culture, communication and management, education and training, and welfare benefits—were selected as entry points for improving the company's core competitiveness, with human resource management as the means to enhance it. Therefore, this study proposes the following improvement strategies for human resource management with the goal of enhancing the company's core competitiveness:

Sub-Section 1

Suitable application of motivation theory

1. Use Reinforcement Theory Moderately to Avoid Excessive Punishment

Reinforcement theory belongs to behavior modification incentive theory, which suggests that human behavior can be controlled and altered through responses to external stimuli. B.F. Skinner outlined four paths to achieving reinforcement theory: positive reinforcement, negative reinforcement, punishment, and extinction. In the survey of Company Y, it is evident that the principles of reinforcement theory permeate the entire management system, with the punishment mechanism reaching a state of overuse.

1) The reinforcement theory needs to be fully implemented.

Positive reinforcement mechanism refers to the immediate provision of material or psychological rewards to affirm positive behavior when it occurs. However, in many cases, the management of Company Y perceives outstanding performance by employees as "what should be done." This neglect of material encouragement for employees can easily trigger resistance and boredom among them, thereby significantly reducing employee motivation and efficiency.

2) Steady improvement should be emphasized.

First and foremost, it is necessary to adopt different strategies based on the object of reinforcement. Each employee has diverse differences in age, gender, family background, and self-fulfillment goals. Therefore, in the reinforcement process, the first thing to avoid is a "one-size-fits-all" approach, emphasizing the importance of tailored strategies to truly realize the core value of reinforcement theory.

Furthermore, there should be a spiral of upward progression, with work goals set in stages. Each level of management should arrange work tasks and phased objectives based on the strengths of their subordinates. Setting segmented goals for subordinates should begin with establishing clear, achievable work objectives. Additionally, managers should assist subordinates in breaking down objectives, develop progress charts for goal completion, and reinforce each small goal to ensure employees' motivation and direction are correct.

Secondly, the necessity of timely reinforcement should be emphasized. Once employees have segmented work goals, management should promptly reinforce their actions, with positive reinforcement being stronger than punitive measures. This ensures that employees are more sensitive to positive incentives, leading to goal-oriented outcomes.

2. Adhere to the principle of fairness

American psychologist John Stacey Adams believed that employees' motivation at work is influenced not only by absolute rewards but also by relative rewards. When a person receives a reward, they not only care about the absolute value of their income but also the relative value of their income. In other words, everyone compares the ratio of the reward they receive to their input with that of others or with their own past income-to-input ratio. [7]

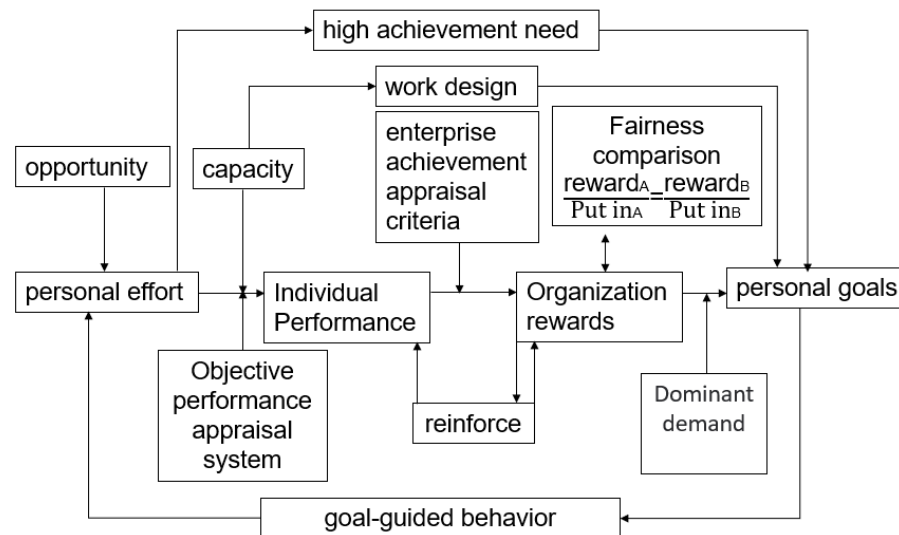
The human resources management department should also pay attention to the positive guidance of employees' fairness psychology in their motivation work, and correctly understand that absolute fairness only exists in theory. In order to prevent employees from blind comparison, the intervention of corporate culture becomes necessary.

In order to avoid the occurrence of fairness crisis, on the one hand, Company Y needs to redesign the salary system and add performance appraisal methods such as salary survey, job evaluation, technical ability assessment, and workload survey into the salary system. On the other hand, the payment of remuneration should be linked to performance appraisal, and a reasonable distribution system should be strictly implemented.

3. Integration of motivation theories

From the perspective of enterprise development, if we want to use human resource management as a means and improve the core competitiveness of the enterprise as the goal, then we generally will not choose to apply a certain theory in complete isolation, but the objective situation of the enterprise. Comprehensive use of various methods in motivation theory. Figure 1

Figure1: Integration of Motivational Theories



We have established the incentive theory into a systematic model as shown in Figure 1.

After integrating the incentive theory system model with the survey results of Company Y, several observations have been summarized as follows:

1) In the process of human resources management, managers should play a role in creating opportunities for employees. By providing opportunities for employees to realize their self-worth, they are given sufficient space and conditions to achieve their potential. We should use a series of incentive measures to mobilize the subjective initiative of these individuals, which will positively contribute to the overall human resources reserve and core competitiveness of the company.

2) Value talents and help those employees with high achievement needs to be matched with positions that align with their interests.

3) In the process of organizational incentives, it is important to complement other management methods under appropriate circumstances, such as through methods like corporate culture building.

Sub-Section 2

Improvement of organizational culture

Organizational culture, also known as corporate culture, refers to the distinctive behavioral patterns exhibited by an organization through its shared values, rituals, unique symbols, beliefs, and internalized identities. It is these fundamental patterns of behavior and beliefs that organizations rely on to coordinate and unite various internal forces, aligning them with common missions and goals. [5]

After analysis, it was found that there are numerous small groups and subcultures within Y Company. Although these small groups and subcultures may not be entirely opposed to the mainstream culture and overarching policies of the company, their harmful effects on the company's execution and employees' ideological alignment cannot be ignored.

Based on the classification of organizational culture types according to the degree of centralization of power, Y Company exhibits characteristics of both power-oriented organizational culture and performance-oriented organizational culture.

Power-oriented organizational culture, also known as autocratic culture, refers to an organization led by one person or a small group. Such organizations often centralize leadership and do not prioritize formal structures and procedures within the organization. On the other hand, the performance-oriented organizational culture observed in Y Company is a typical representative of traditional bureaucratic organizational culture, characterized by a rationalized management structure comprising officials appointed by decision-makers, forming a large-scale organization. It must adhere to a specific set of rules and procedures, with clear authority registration and downward delegation of authority and responsibilities.

When both performance-oriented and power-oriented cultures coexist in Y Company, it is observed that as the company progresses and develops, autocratic management styles are no longer suitable for modern enterprises. Failure to decentralize power and update management models leads to low efficiency and frequent errors. Furthermore, the entrenched thinking patterns inherent in performance-oriented organizational culture contribute to Y Company falling behind in this new era.

Therefore, it is imperative to adjust Y Company's organizational culture with modern management thinking. This not only affects the company's core competitiveness but also touches upon a critical factor in the survival or demise of an enterprise.

1. Choose organizational values that are consistent with the direction of corporate strategic development

The essence of choosing corporate core values is to develop a set of "inspiring organizational cultural vision" [6] Judging from the actual situation of Company Y, we need to adjust the values to organizational values and organizational culture models that not only conform to the characteristics of the organization but also reflect the mentality of organizational members. In the process of selecting corporate values, the creative spirit of organizational members should be given full play, opinions and suggestions should be widely listened to, and employees' self-realization goals should be incorporated into the core values of the company, so as to achieve coordinated development of the company and individual employees.

2. Implanting corporate culture

Once the organization's values and cultural patterns are established, effective methods should be adopted for reinforcement and irrigation to ensure that the corporate culture penetrates deeply into the hearts of employees.

In Y company, we should endeavor to utilize all available media channels within the organization, such as our internal broadcasting station and corporate publications, to strengthen the promotion of organizational culture. Furthermore, we should annually select employees who best embody the company's organizational culture and spirit and establish benchmarks for learning through recognition and reward mechanisms. Additionally, conducting regular internal training and education programs that subtly instill organizational culture and spirit among employees is also crucial.

3. Improve the system

After the preparatory work is completed, we should establish comprehensive rules and regulations to ensure that members can consistently act in accordance with the company's organizational culture and values over the long term. While using regulations as constraints, managers should lead by example. As the saying goes, "lead by example." Leaders have a significant influence in shaping organizational

culture. Only when managers lead by example can they truly establish a team with unified goals, beliefs, and behaviors.

Sub-Section 3

Optimization and Improvement of Hierarchical Management Model in Company Y

Correctly understanding the basic concept of "bureaucratic management" and combining with the current actual situation of Y Company, a modern bureaucratic organizational structure should be established from the following aspects.

First of all, we should make it clear that hierarchical management does not mean a high degree of concentration of power, but that the relationship between concentration and decentralization must be properly handled, not only to ensure that each "individual" has the power to complete the corresponding work, but also to ensure that the entire organization has unified orders. When we use bureaucratic management theory to set up organizational management models, we should pay attention to the distribution of power and avoid excessive concentration of power.

Also note the extent to which decision-making authority is concentrated in one or a few key executors (i.e., decision-making centralization), or the extent to which decision-making authority is delegated to lower-level officials (i.e., decision-making decentralization). Therefore, in practice, it is necessary to clearly reflect the level and scope of management in regulations, formulate detailed job responsibilities, clarify the responsibilities, powers and obligations of specific positions, and separate direct supervision through organizational levels and through other mechanisms. Indirect control is combined to establish and improve the scientific management system.

Sub-Section 4

Optimization of Training Configuration in Company Y

The enterprise training, bearing the primary task of cultivating technical talents for the company, plays a crucial role in innovation training modes and enhancing training effectiveness. This not only has a significant impact on the future development of training institutions but also provides human resource guarantees for enhancing the core competitiveness of the enterprise. Therefore, this paper conducts in-depth thinking and analysis on the current situation of training in Company Y and studies methods to improve training effectiveness.

1. Training Needs Assessment

As for corporate training, there are generally only two ultimate purposes—organizational objectives and individual objectives. Currently, training programs at Y Company focus heavily on organizational objectives, with less consideration given to the individual training needs and intentions of employees, lacking scientific and standardized training needs analysis. This approach fails to truly understand which types of training employees need and which types of training would be fundamentally beneficial to their work, thus failing to prioritize training content effectively. Therefore, it is necessary to conduct scientific and systematic training needs assessments in various training programs, establish demand models, and formulate training plans.

2. Implementation of Training Programs

In training programs, it is required that each session has a curriculum design, and the instructors must strictly follow the curriculum design for teaching. Moreover, in actual teaching, formalization of teaching activities should be avoided, and emphasis should be placed on curriculum design. During the

course, teaching methods that are more easily accepted by the participants based on their individuality and professional characteristics should be selected.

FUTURE WORK

Although the process of this study has been challenging, we should clearly recognize our shortcomings. Using Y company as a case study, this research explores the relationship between human resource management and core competitive advantages in enterprises. While this study has achieved some results, it is still in a preliminary and incomplete stage regarding the overall research goal of improving enterprise core competitiveness through human resource management. To delve deeper into the research, a comprehensive analysis of the issue is necessary.

In addition to human resource management, internal factors affecting corporate competitive advantages include competitive strategy, organizational structure, technology, among others. However, this study only focuses on human resource management. Therefore, to broaden the scope of research and enhance the explanatory and predictive power of the research model, future research on enterprise core competitiveness will be based on the final results of this study. Building upon the current study, the remaining areas will be systematically explored in a regional manner.

In the future, I will continue to explore human resource management and enterprise core competitiveness in both work and life. I also hope that mentors can provide valuable feedback to improve the shortcomings of this paper, making it more refined over time.

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