

HUMAN RESOURCE MANAGEMENT AND ENTERPRISE COHESION IN THE CHINESE ECONOMY

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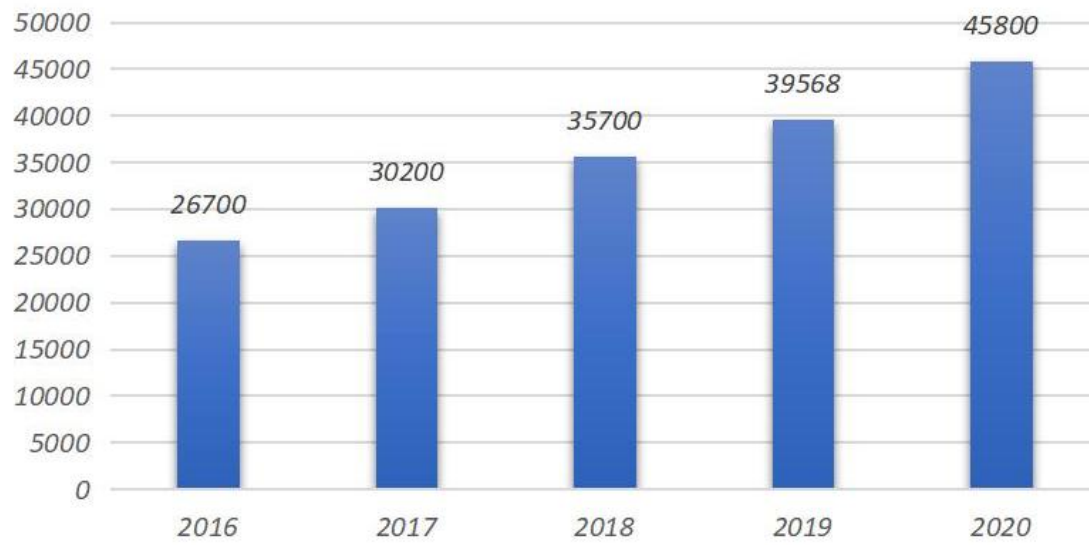
In China, with the continuous development of reform and opening up policy and the socialist market economy, enterprises face many potential opportunities. In recent years, human resource management has been paid more and more attention by enterprises, which plays an important role in promoting the operation and development of enterprises. Therefore, in order to improve the cohesion of enterprises and motivate employee, it is necessary to analyze the influence of human resource management on enterprise cohesion. Besides, incentive strategy based on the Maslow's hierarchy of needs theory and McClelland's human motivation theory will be discussed and taking an example of Haidilao International Holding Limited Company, which has rich experience on human resource management. And the research is significant for other enterprises to improve their employee motivation and promote the mutual development of employees and enterprises.

Keywords: socialist market economy; human resource management; enterprise cohesion; incentive strategy; employee motivation; mutual development.

Human resource management in China started later than many European and American developed countries. In the early 1990s, many foreign-funded enterprises flooded into China, and their advanced human resource management model was obviously superior to the personnel management system in domestic enterprises, with obvious competitive advantages [1]. Therefore, Chinese researchers began to explore approaches to adapt to the Chinese conditions. Since the implementation of the policy of reform and opening-up and the development of socialist market economy in China, the stage of human resources management has evolved from personnel management, human resource management, strategic human resource management to talent management with Chinese characteristics. Nowadays, based on the concept of people-oriented management, Chinese enterprises focus more on coordinating relationship between employees and enterprises, which contributes to giving full play to the potential of employees and achieving the strategic objectives of enterprises.

With the rapid development of economic globalization and the widely used of advanced technology, human resources are becoming more and more important, which may directly affect the rise and fall of an enterprise. The emergency of human resource service industry plays an important role in promoting employment and start up business and providing human resource services for enterprises to improve their management level.

According to the data from Ministry of Human Resources and Social Security of the People's Republic of China. It can be found that the number of human resource service agencies has increased steadily in recent five years. In 2020, the number of human resource service agencies reached 45,800, an increase of 6,232 compared with 2019, with a year-on-year growth of 15.75%. Besides, the human resource service agencies have provided about 49.83 million times of human resources services to enterprises. And we can predict that the human resource service agencies will continue to grow (fig.).



The number of human resource service agencies in China

Enterprise cohesion refers to the collective strength of all employees in an enterprise, which is mainly manifested in the recognition degree of the employees to the business objectives, strategic decisions, development concepts and corporate image of the enterprise [2]. Based on literature research method, we found that enterprise cohesion is an important indicator to measure the work efficiency, economic benefits and development space of an enterprises. Besides, there is a huge relationship between human resource management and enterprise cohesion, which influences each other. On the one hand, effective and scientific human resource management can mobilize employee's enthusiasm and let them feel a sense of belonging, thus further enhance the cohesion of the enterprise. On the other hand, enterprise cohesion is soft power of an enterprise, which related to the effective leadership, organizational culture and thought and attitudes of employees, it will affect the economic results and development direction of enterprises [3].

Therefore, establishing scientific talent management mechanism and implementing appropriate incentive strategy is the main methods of enhancing enterprise cohesion [4]. It can mobilize the enthusiasm of employees, let them gain a sense of identity while realizing their own self-worth, so as to improve

work performance and efficiency. Besides, building reasonable corporate culture is an indispensable part to attract and retain talent.

According to the Maslow's hierarchy of needs theory, people are motivated by five levels of needs, and they are satisfied following the sequence of physiological needs, safety needs, belonging and love needs, esteem needs, and self-actualization. And people begin to pursue the higher needs in the hierarchy when the lower needs have been met. Besides, in the theory of McClelland's human motivation, people can be encouraged by three main motivators, which includes achievement, affiliation, and power. Different characteristics of people have their own dominant motivators. So, it is necessary for enterprise to understand and identify the needs of employees and then adopt appropriate incentive strategy to mobilize their enthusiasm and improve the performance and satisfaction of employees.

The brand Haidilao was founded in 1994 in Sichuan province, China. With over 20 years of development, Haidilao International Holding Limited Company has become a world-renowned catering enterprise. According to the Restaurant 25 2022 released by Brand Finance, a British Brand Evaluation Agency, Haidilao ranked 10th and it is the only Chinese brand on the list. By the end of December 31, 2021, Haidilao has opened 1,443 chain restaurants covering 11 countries, and it has 146,584 employees. The company is famous for its corporate culture and personalized service, so it is of great significance to analyze its incentive strategy.

Through the analysis of the incentive strategy of Haidilao company, we find that they attach great importance to the needs of employees. The average salaries of employees in Haidilao are about 10 percent higher than the average level of the whole catering industry [5]. In addition to increase salary, it also provides employees with canteen, accommodation, gym for free. To care the health of employees, company organizes medical examination every year and it has established psychological consultation department, which help employees relieve their pressure. Implementing these welfare policies can help employees to solve some essential living problems and meet their physiological and safety needs to some extent.

To improve the sense of belonging of employees, Haidilao have built a good corporate culture, that adhering the values of 'change the destiny through hard work'. It provides a variety of training system for employees to improve their both online and offline training, and there are three kinds of smooth and transparent promotion path for employees, covering the areas of management, technology, and logistics. The fair mechanism let all employees have opportunity to explore their potentials and achieve their goals. Besides, the company have set up some humanistic care project like providing special funds to help employees in difficulty, building boarding school for employ-

ees' children, which helps employees relieve pressure. Let employees see Haidilao as a big family and feel sense of identify and belonging.

Haidilao company trusts their employees and grants certain rights to motivate them. Employees in different position have different level of right to use funds. Even the waiters and waitresses in Haidilao have right to send gift, provide meal to customers free of charge. Besides, every employee can give some innovative suggestions, if the suggestions are adopted, they will receive some innovative bonus. In this way, employees can gain a sense of recognition, and feel respected in company. Through mobilizing employees' enthusiasm, their performance will be improved, which can promote the mutual development between employees and enterprises.

In conclusion, effective human resource management can motivate people and contribute to the construction of enterprise cohesion of an enterprise. Strengthen the talent management is very important for the sustainable development of the enterprises. Implementing appropriate incentive policies to give full play to the potential of the talents, providing a clear career development plan and training system can let employees explore their potential, realize their own values, and feel a sense of belonging. Therefore, enterprises should build a reasonable corporate culture and improve its own human resource management system according to their own actual situation, Besides, constantly monitoring and evaluating is of great significance, which can check whether it is contributed to achieving the strategic objectives of the enterprises.

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