

Analyzing the integration relationship between strategic management and human resource management-Institutional analysis of impact studies

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Abstract. Strategic management and human resource management are important parts of the enterprise management system, both have an irreplaceable role in the operation, management and development of enterprises, and have long been highly valued by enterprise managers and attention, the higher the level of strategic management and human resource management is more conducive to enterprise development. This paper interprets the current stage of China's strategic human resource management, analyzes the impact of strategic human resource management on enterprise performance, puts forward the optimization strategy of the impact of strategic human resource management on enterprise performance, which is of positive significance for enhancing enterprise performance and improving the core competitiveness of enterprises.

Keywords: Strategic management, Human resource management, Strategic human resource management, Business performance, Impact, Strategy.

1. Definition of strategic management and human resource management

1.1. Strategic management

The word "strategy" originated from the Greek word "strategy" and was initially used only in the military field as a military term, and was only applied to business management in the late 1960s. It was only in the late 1960s that the term "strategy" was applied to the field of business management, and at the end of the 20th century "strategic management" was formed and systematic strategic management ideas were developed, including strategic alliances, strategic bidding and strategic reengineering. The purpose of strategic alliance is to realize strategic objectives, and strategic bidding takes products, services and management as competitive objects and targets, then weighs the competitive environment, chooses competitive methods and finally obtains competitive advantages. Strategic reengineering is to reengineer the target system, company culture and so on, in order to obtain the optimal strategic resources, including strategic analysis, selection, implementation and control.

1.2. Human resources management

In a broad sense, "resources" refers to the sum of all resources that need to be invested in order to create material wealth, including natural, capital, information and human resources, among which human resources have the highest influence and importance, and are known as the first resource. Human resources refer to the comprehensive expression of human resources that can promote national economic and social development and have intellectual and physical strength, and can be assessed from both quantitative and qualitative perspectives.

Human resource management refers to the process of designing relevant rules, regulations and codes of conduct within the organization, and then managing human resources in accordance with the systems and norms, with the aim of optimizing the allocation of human resources and improving the utilization rate of human resources, so as to achieve the purpose of improving productivity and core competitiveness. Some scholars have pointed out that the goal of enterprise human resource management is not only to strengthen the work skills of employees, but also to clarify the work responsibilities of employees, improve the quality of their work, improve job satisfaction, improve

work motivation and efficiency, and ultimately improve the core competitiveness of the enterprise and combat effectiveness. Human resource management is rich in content, including human resource allocation, staff training, assessment and incentives, stimulate the potential ability of employees, encourage employees to create value, the development of human resource strategy, staff recruitment and selection, compensation and performance management and employee mobility and health management, etc. The rich management content makes human resource management occupy an important position in the management of enterprises, and play a key role in the development of enterprises.

2. Integration of strategic management and human resources management

2.1. Enterprise strategic planning before human resources planning

Simply put, enterprise strategic planning in the front, human resources planning in the back, requiring business managers, leaders and decision makers must first plan a good business strategy, and then on the basis of tapping human resources, screening human resources, human resources planning, to achieve the optimal configuration and management of human resources, give full play to the role of human resources in the development of enterprise strategy and value, improve enterprise productivity and core competitiveness. The role and value of human resources in the strategic development of enterprises can be fully realized, and the productivity and core competitiveness of enterprises can be improved.

2.2. Human resources planning and management as a vehicle for the realization of corporate strategy

In this paper, through reviewing a large amount of literature, we have learned that most of the enterprise strategies need to use human resources as a carrier in order to land and implement, such as human resources supply forecasting, demand forecasting, capacity balancing, human resources allocation, the ultimate goal is to more effectively implement the various enterprise strategies, to promote the rapid and stable development of the enterprise. Therefore, human resource planning and management has become a necessary path for enterprise strategic planning, enterprise performance and development.

2.3. Match between strategic management and human resources management

Strategic management and human resource management are both components of the enterprise management system, the ultimate goal is to promote the stability and healthy development of the enterprise, so they have a lot in common, there are also many close links. For example, human resources planning and management is the carrier of enterprise strategy, enterprise strategy development is the main goal of human resources management, which determines the two can match each other, but also determines the strategic management and human resources management can form a very harmonious integration relationship, in reasonable conditions and environment can be integrated with each other and development.

3. The importance of integrating strategic management and human resources management

3.1. Can improve the enterprise management system, improve the management level

Strategic management and human resource management is the main content of enterprise management, the integration of the two can not only make up for each other's deficiencies, give full play to the role of strategic management and human resource management and value, but also improve and optimize the enterprise management system on the basis of the existing, to solve a variety of

management problems, to achieve the optimal allocation of resources, improve the utilization of resources and management level.

3.2. Enhancement of enterprise productivity and core competitiveness

High-quality human resources have always been the main productivity, core resources and core competitiveness of enterprises, in the production process and market competition are inseparable from high-quality human resources, and the integration of strategic management and human resources can improve the utilization rate of human resources, optimize the allocation of human resources, and ultimately improve the productivity of the enterprise and its core competitiveness.

3.3. Promote the development of corporate strategies and the health and stability of enterprises

Carrying out effective strategic management and human resource management has always been the main way to promote the healthy and stable development of enterprises, and the integration of the two can make up for each other's deficiencies, and improve the promotion of both in the development of the enterprise and the value of the strategic management and human resource management can promote the strategic development of enterprises and the healthy and stable development of enterprises.

4. Integration issues of strategic management and human resources management and their influencing factors

4.1. Integration issues

Although many managers have actively adopted a series of measures and methods to promote the integration of strategic management and human resources management, there are still many problems in the integration process. The specific problems are as follows.

4.1.1. Lack of integrated planning system and performance management system is more prominent

Through the survey, it is understood that many enterprises in the strategic management of the integrated planning system are imperfect, integrated planning has always been the main content of strategic management, once there is a lack of will affect the entire strategic planning and strategic development. Performance management is an important part of the human resource management system, directly related to the planning and utilization of human resources, but also affects the productivity of enterprises and the enhancement of core competitiveness. However, some business managers do not realize the importance of performance management, a very small number of business managers will be in order to save labor costs and directly ignore the performance management, directly using the "fixed wage" pay mechanism or performance management system, which not only hit the enthusiasm of employees, but also lead to a large number of brain drain, resulting in a number of This not only discourages employees from working actively, but also leads to a large number of talent loss, resulting in many enterprise strategies cannot be implemented, thus reducing the level of enterprise strategic management and human resource management level.

4.1.2. Low priority

Many enterprises have noticed that both strategic management and human resources management play an important role in enterprise management and development, and actively promote the integration of the two, but the phenomenon of emphasizing one over the other always occurs in actual management. For example, some managers focus only on strategic management, and others focus only on human resources management, resulting in many ambiguities in the promotion of strategic management and human resources integration, affecting both the effective integration of the two, but also affecting the role of the two in the management and development of enterprises to promote the

play. There are also a very small number of managers who emphasize only cost control and management, while neglecting or belittling strategic management and human resources management, which increases the incidence of resource wastage, talent loss and other problems.

4.1.3. Inadequate training mechanisms for professionals

Strategic management and human resource management work need professional knowledge, professional and technical level and comprehensive quality of management personnel to implement, so the integration of the two cannot be separated from the support of high-quality and high professional level of talent. However, many enterprises in strategic management and human resource management professionals are scarce, resulting in the integration of strategic management and human resource management is not satisfactory. In addition, the imperfection of the talent training mechanism is also a major obstacle to the efficient integration of strategic management and human resources management, which adversely affects the enhancement of the core competitiveness of enterprises and strategic development.

4.2. Factors affecting integration

First, the continuous transformation of the enterprise management model has increased the difficulty of integrating strategic management and human resources management, and the requirements, challenges and problems faced in the actual integration have also increased substantially. Second, the industry gap affects the distribution of human resources. The survey shows that many excellent human resources are concentrated in the manufacturing industry, trade and retail industry, education industry, because these industries are not only rich in resources, but also has a lot of space for development and growth prospects, resulting in uneven distribution of human resources in the industry. This makes many small and medium-sized enterprises face enormous pressure on human resources recruitment, talent training and human resources management, which makes the integration of strategic management and human resources management even more difficult. Third, the increasingly fierce competition for talents has become an inevitable trend. The demand for comprehensive, applied, quality and innovative talents in various industries has increased dramatically, and the existing talent market and human resources are unable to meet the demand, which not only increases the pressure of talent training mechanism and enterprise human resource management pressure, but also intensifies the competition for talents, making the integration of strategic management and human resource management even more difficult.

5. Theoretical foundations of strategic human resources management

Many scholars have proposed different theoretical frameworks based on different theoretical concepts, as the management of human resource activities is fundamental to strategic human resource management and is important for performance appraisal, the following are the theoretical foundations of strategic human resource management.

5.1. A human capital-based perspective

The view that focuses on human capital is called human capital theory. This viewpoint focuses on the idea that the abilities possessed by members, including knowledge and skills, have a certain economic value, and in addition, the viewpoint also believes that effective human resource management has a positive and positive relationship with human capital. A part of scholars believe that effective human resources help to improve collective performance, mainly through the role of incentives and the organization of work. The motivational role is mainly manifested in the fact that HRM can motivate employees to work more effectively, and the work organization role is mainly manifested in the fact that it allows employees to actively participate in the organization of work so as to improve the content of the organization's work. Therefore, the difference in HRM not only shows the level of human capital but also analyzes the type of human capital.

5.2. Resource-based perspective

The resource-based viewpoint, which we call the resource viewpoint, appeared relatively early and was the early theoretical basis of strategic human resource management, which mainly believes that organizational resources generate organizational competitive advantage. However, most scholars now believe that this view is flawed, and that the competitive advantage of a simple organization is not only formed by the organization's internal resources.

5.3. General Systems Perspective

This viewpoint mainly believes that human resource management is actually a sub-system under the organization, and believes that this sub-system can be converted into talent through hiring, training, and retention finally after all the organization, so that the effectiveness of the organization's activities can be greatly improved. The view that the employee's ability is the input, the employee's performance is the output, and the employee's behavioral norms is the conversion. This series is an important foundation in human resource management.

6. Overview of strategic human resources management

In previous decades, the American management community was very interested in this aspect of strategic management, and as a result, a large number of strategic management models were produced, which inspired the various functions of the enterprise to start thinking about their roles in the strategic management of the organization, and human resource management also wanted to be integrated into the concept of strategic management. Against this background, the direction of human resource management research has changed from a completely micro-oriented to a macro or strategic orientation, which is often referred to as "strategic human resource management".

6.1. The concept of strategic human resources management

Strategic human resource management system refers to a system of methods to manage, utilize, maintain, develop and monitor human resources under the framework of corporate strategy in order to create synergistic value and achieve corporate strategic goals. It includes strategic organization management system, strategic human resource management concept, strategic work management system, strategic salary management system, strategic human resource allocation system, strategic performance management system, strategic talent cultivation system and strategic training and education system. The core functions of strategic human resource management include four aspects, namely, human resource development, human resource evaluation, human resource allocation and human resource motivation. Through these four core functions to build a scientific and effective "recruiting, employing, educating and retaining" human resource management mechanism. The core task of strategic human resource allocation is to allocate human resources on the basis of the company's strategic objectives, make real-time dynamic adjustments to human resources according to the staffing standards, introduce some strategic talents to meet the requirements, make reasonable job adjustments and job optimization for the current staff, and build an effective exit mechanism to output those who do not meet the company's requirements. The core task of strategic human resource development is to carry out orderly and systematic development and cultivation of the existing personnel of the company, in order to improve their quality and quality to meet the strategic requirements of the company.

6.2. Development and key elements of strategic human resource management

Strategic human resource management (SHRM) emerged in the mid-to-late 1980s and has developed rapidly in the last decade or two. With the deepening of research and the practice of enterprises in Europe, the United States and Japan, it has been proved to be a strategic way for companies to obtain long-term sustainable development, so the importance of human resources has become more and more prominent. Many enterprises have recognized that human resources are the

most competitive resource. This change has contributed to the study of strategic positioning of human resource management. Two main areas of research are the study of the main factors contributing to the transformation of the HRM function and the "strategic positioning" of the HRM function. The study of strategic human resource management methods is to establish strategic human resource management methods in order to ensure organizational performance and enhance organizational competitiveness. Currently, the following three research methodologies have been developed: the first focuses on the impact of HRM on the company's performance contribution or its financial behavior; the second focuses on the strategic choices adopted by the company in the competitive environment and their application in HRM. The third is to examine whether there is a match between the company's strategy and HRM policies and practices. The main elements of strategic human resources include the concept of strategic human resource management, compensation management system, and performance appraisal system.

7. Impact of strategic human resource management on business performance

7.1. Impact on business performance achieved through the development of strategic human resources planning

Strategic human resource management requires the formulation of strategic human resource planning, which can forecast and plan for the current development status and development prospects of enterprises according to the supply and demand of human resources, combined with the organizational strategy, and formulate development plans through the organic integration of the organizational development strategy and the human resource development strategy to enhance the effectiveness of human resource management in order to realize the impact on the performance of enterprises.

7.2. Realizing the impact on business performance through the implementation of the pay-for-performance approach

Enterprise implementation of strategic human resource management requires effective planning and design of human resources, the strategic development of the enterprise and a full understanding of the need to implement employee performance pay, performance pay and employee wages for effective integration, to promote the development of employees to the interests of the long-term development of enterprises effectively linked, which is more conducive to play the role of incentives to the performance of payroll and wages for the organic integration of the employee's wage Reasonable adjustment and control, so that the performance of wage management can be integrated into the entire human resources management process, to enhance the enthusiasm of employees, improve the professionalism of employees, give full play to the positive behavior of employees, into the production process of the enterprise, improve work efficiency has a positive significance to motivate the performance of human resources strategic management, is to enhance the performance of the enterprise is an effective measure to enhance the performance of the enterprise, can play a positive influence on the performance of the enterprise. It is an effective measure to improve the performance of enterprises, and can play a positive influence on the performance of enterprises.

7.3. Promote employee career development through the development of employee training programs

Realize the impact on enterprise performance of modern competition between enterprises is the competition of human capital, in order to obtain development in the fierce market competition, enterprises must pay attention to the degree of human resources development and management efforts, through effective measures to improve the staff's business ability and service level, so as to enhance the comprehensive competitiveness of enterprises. Employee training programs and career development is an important component of enterprise human resource management, the combination of the two can provide employees with increased professional knowledge and skills, improve the

ability of employees to work opportunities, can be achieved by expanding the ability of employees to achieve the effect of the development of employee professionalism, to achieve the development of the staff to update the concept of work, and to promote the development of staff personal qualities and innovation, for the enhancement of corporate performance has a positive impact on improving enterprise performance.

7.4. Contribute to the improvement of business performance through the management of temporary employees

For enterprises, temporary employees are an important part of the strategic assets of the enterprise, and the hard work of temporary employees is an important factor to improve the performance of the enterprise. In the enterprise strategic human resource management, we should pay attention to the management of temporary staff, can for human resource management program, effective management of temporary staff, through optimizing the management of temporary staff, promote the temporary staff work hard, can reduce the employment of high-skilled staff of the human cost, so as to reduce the enterprise's manpower costs, to achieve the performance of the enterprise to mention the monk. Some with high quality temporary staff can bring great benefits for the development of enterprises, can improve the enterprise skills, knowledge system, the implementation of strategic human resource management, the implementation of the effective management of temporary staff is to enhance the competitiveness of the enterprise is an important initiative to enhance the performance of the enterprise has a positive impact. In addition, the implementation of strategic human resource management in enterprises is required to implement strategic human resource assessment, this assessment is to enhance the enthusiasm of the staff to enhance corporate performance has a positive impact. Relevant staff of the enterprise through the scientific way of staff work assessment, staff management, the development of staff training programs, more able to ensure that employees clear their work objectives, clear their responsibilities, to enhance the effectiveness of the staff's work, do a good job in the enterprise performance appraisal is to enhance the performance of the enterprise is an effective measure to promote the development of the enterprise is an important initiative.

8. Strategies for optimizing the impact of strategic human resource management on business performance

8.1. Transformation of the concept of human resources management

The development of modern enterprises, must strengthen the work of human resources management, enterprises should highlight the management function of human resources, increase the understanding of strategic human resources management, pay attention to the work. Enterprises should abandon the traditional understanding, in-depth study of human resources management concepts and strategies, to be able to strategy-oriented, based on the actual enterprise and enterprise development, to take targeted strategic human resources management strategy, can effectively combine enterprise development and human resources management strategy development enterprise, give full play to the effectiveness of human resources management, to achieve the level of enterprise performance improvement.

8.2. Integrate the strategic development of enterprises with the strategic management of human resources

Enterprises should be able to take human resource management as a key task to grasp, can highlight the strategic position of human resource management, so as to obtain effective development in the competitive environment. Enterprises should do a good job of strategic development, and at the same time be able to link with the strategic management of human resources, to ensure that the enterprise strategic human resource management and enterprise development strategy development is consistent, and to continuously improve the effectiveness of strategic human resource management work, in

order to enhance the development of the core competitiveness of enterprises. To ensure the coordinated development of enterprise strategic development and human resources management work, so as to truly help enterprises to achieve their business strategy objectives.

8.3. Optimize the allocation of human resources

The development of human resources management work, not only to pay attention to the expansion and protection of human resources, but also pay more attention to the optimization of human resources allocation, to be able to give full play to the potential value of existing human resources, to play the power of human resources for the development of enterprise development to provide development momentum. Optimize the allocation of human resources, the need to flexibly arrange personnel work, according to the needs of the post to carry out the reasonable arrangement of talent, can be used to stimulate the staff's work potential, through the effective reward and punishment mechanism to play the staff's enthusiasm and creativity, only to optimize the allocation of existing human resources, in order to give full play to the power of human resources, to provide more creative value for the enterprise.

8.4. Mechanisms for improving strategic human resources management

In the context of fierce market competition, the competition among enterprises is fundamentally a competition for human resources. Each enterprise needs to continuously improve the relevant human resource management mechanism, improve the relevant system, can give full play to the work of the enterprise staff enthusiasm and creative potential, give full play to the power of human resources, in order to effectively promote the performance of the enterprise to improve. In strategic human resource management, to ensure the effectiveness of management, we must improve the relevant incentive mechanism, competition mechanism, staff training mechanism, elimination mechanism, evaluation mechanism, through the improvement of the mechanism, to promote the development of human resource management work. At the same time, enterprises should strengthen the guidance and supervision of employee behavior, actively eliminate the bad behavior and emotions of employees, can regulate the behavior of employees, through the supervision method and guidance, give full play to the potential of employees, improve work efficiency and enhance corporate performance.

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