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## THEORETICAL ASPECTS OF STRATEGIC PERSONNEL MANAGEMENT RESEARCH

## ТЕОРЕТИЧНІ АСПЕКТИ ДОСЛІДЖЕННЯ СТРАТЕГІЧНОГО УПРАВЛІННЯ ПЕРСОНАЛОМ

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With the rapid economic development and increasingly fierce social competition, the accelerated development of global digitalization, the current enterprises are characterized by the development of informatization, and the role and impact of human resource management on enterprise performance are becoming more and more prominent. Enterprises are people-oriented, and on the basis of this concept, enterprises gradually explore a human resource management system suitable for enterprises. In the face of the current environment and the task of high-quality development of the country, traditional personnel management can no longer meet the needs of enterprise development, human resource management has gradually been upgraded to the level of strategic planning, and more and more enterprises realize the importance of strategic human resource management. In the face of many challenges, enterprises should be based on the industry, start from the aspect of talent management, stimulate the motivation of internal talents, and continuously improve the autonomy and creativity of internal talents in all aspects of work. Talent management is not only the basic condition for the normal operation of enterprises, but also the focus of whether enterprises can develop smoothly, and the conditions for the continuous improvement of economic benefits of enterprises. If enterprises want to make strategic results, they must establish the connection between human resources and enterprises at the strategic level, and sort out and formulate human resources work plans from corporate strategies. Human resource management has always occupied a very important position in enterprise management, and strategic human resource management is more suitable for the development of enterprises in the current economic and competitive environment. Based on the theory of strategic human resource management, this paper analyzes Huawei's concepts and tools for building a strategic human resources system based on its theoretical concepts, core contents, and importance in enterprises, in order to provide some experience and enlightenment for other enterprises.

**Keywords:** management, personnel, strategic management, corporate management.

Стаття присвячена актуальним питанням стратегічного управління персоналом на сучасних підприємствах. Зі швидким економічним розвитком і дедалі гострішою соціальною конкуренцією, прискореним розвитком глобальної цифровізації, нинішні підприємства характеризуються розвитком інформатизації, а роль і вплив управління людськими ресурсами на ефективність підприємства стають все більш помітними. Підприємства орієнтовані на людей, і на основі цієї концепції підприємства поступово вивчають систему управління людськими ресурсами, придатну для підприємств. В умовах поточного середовища та завдання якісного розвитку країни традиційне управління персоналом більше не може задовольнити потреби розвитку підприємства, управління людськими ресурсами поступово переходить на рівень стратегічного планування, і все більше підприємства усвідомлюють важливість стратегічного управління людськими ресурсами. Перед обличчям багатьох викликів підприємства повинні базуватися на галузі, починати з аспекту управління талантами, стимулювати мотивацію внутрішніх талантів і постійно вдосконалювати автономію та креативність внутрішніх талантів у всіх аспектах роботи. Управління талантами є не лише основною умовою для нормального функціонування підприємств, але й у центрі уваги того, чи можуть підприємства плавно розвиватися,

а також умови для постійного покращення економічних переваг підприємств. Якщо підприємства хочуть досягти стратегічних результатів, вони повинні встановити зв'язок між людськими ресурсами та підприємствами на стратегічному рівні, а також відсортувати та сформулювати плани роботи з персоналом на основі корпоративних стратегій. Управління людськими ресурсами завжди займало дуже важливе місце в управлінні підприємством, а стратегічне управління людськими ресурсами більше підходить для розвитку підприємств у поточному економічному та конкурентному середовищі. Базуючись на теорії стратегічного управління людськими ресурсами, у цьому документі аналізуються концепції та інструменти Huawei для побудови стратегічної системи людських ресурсів на основі її теоретичних концепцій, основного змісту та важливості для підприємств, щоб надати деякий досвід і просвітницьку інформацію для інших підприємств.

**Ключові слова:** управління, персонал, стратегічне управління, корпоративне управління.

**Formulation of the problem.** With the rapid economic development and increasingly fierce social competition, the accelerated development of global digitalization, the current enterprises are characterized by the development of informatization, and the role and impact of human resource management on enterprise performance are becoming more and more prominent. Enterprises are people-oriented, and on the basis of this concept, enterprises gradually explore a human resource management system suitable for enterprises [1]. In the face of the current environment and the task of high-quality development of the country, traditional personnel management can no longer meet the needs of enterprise development, human resource management has gradually been upgraded to the level of strategic planning, and more and more enterprises realize the importance of strategic human resource management. In the face of many challenges, enterprises should be based on the industry, start from the aspect of talent management, stimulate the motivation of internal talents, and continuously improve the autonomy and creativity of internal talents in all aspects of work. Talent management is not only the basic condition for the normal operation of enterprises, but also the focus of whether enterprises can develop smoothly, and the conditions for the continuous improvement of economic benefits of enterprises. If enterprises want to make strategic results, they must establish the connection between human resources and enterprises at the strategic level, and sort out and formulate human resources work plans from corporate strategies [2].

**Analysis of the latest research and publications** Strategic human resource management is a new form of human resource management compared with traditional transactional human resource management, which has the strategic function of ensuring organizational performance and enhancing organizational competitiveness, promoting the essential understanding of strategic human

resource management, and establishing strategic human resource management methods [4–6]. Shi Lei briefly described the significance of standardized management of human resources system for the growth and economic development of enterprises in China, as well as the practice of human resource management function in the implementation of organizational strategy, in "Strategic Human Resource Management: System Thinking and Concept Innovation", especially emphasizing the obligations and responsibilities of senior management for human resource management [2; 5]. Ma Yilong and Su Rui discussed strategic human resource management optimization strategies, believing that enterprise strategic human resource management mainly refers to the development strategy goals of enterprises, formulated a series of human resource management systems and policies consistent with corporate strategic goals, so enterprise strategic human resource management emphasizes the coordination and consistency between employees, human resources policies and corporate strategic goals, and uses strategic human resource management to mobilize and stimulate the enthusiasm of employees [7]. This ensures that the company can effectively achieve the specified development decisions and goals. Zheng Chengfeng and Ding Jilong use strategic human resource management to catalyze "new finance", first, focus on the main responsibility, and let finance do its best in service through technology. The second is to focus on the main business and form a sustainable business model in the fields of payment infrastructure and digital inclusive financial services [10]. The third is to return to the original intention, forge a digital talent team in the practice of "new finance", reconstruct the endogenous development momentum of the enterprise, and enhance the ability to serve the major national strategies. While experts in vocational education management, such as Ding Xiaxia, Xia Yuanyuan, Wu Dandan, Zhao Hejun, Stoyanets N., Li Guohou [2; 4; 14–16].

**Formulation of the goals of the article (statement of the task)** The significance of human resource planning continues to develop and evolve with management. Traditional human resources planning believes that the purpose of human resources planning is to dynamically predict and make decisions on the flow of enterprise personnel, and the purpose of human resources planning is to predict the demand and possible supply of human resources of enterprises, ensure that enterprises obtain the required qualified personnel at the required time and position, and realize the matching of enterprise development strategy and human resources. This paper discusses the human resource management mode and characteristics of enterprises that focus on innovation in the technology industry, so Huawei is selected as a case study with remarkable innovation results, and its human resource management practice has great influence [5]. Huawei Technologies Co., Ltd. has good corporate benefits, steadily increasing R&D efforts, mature and complete human resource management system, and has received extensive attention and discussion, and reliable survey materials and books for analysis and exploration.

**Highlighting previously unresolved parts of the overall problem.** For the human resource management strategy of the enterprise, the enterprise attaches great importance to the effective combination of the strategy and the goals and plans of the enterprise, which also brings certain difficulties to human resource management, but simply combines the two, without optimizing and innovating the strategy, making the work of human resource managers difficult to carry out and increasing complexity. There is no specific process in the details of the matter, so that a sound management system cannot be formed, which hinders the implementation of strategic human resource management. In addition, some systems in the management system are not complete and reasonable, and there are deficiencies and deficiencies in the performance appraisal of employees, and there is no timely understanding of employees' ideas and expectations for organizational development, resulting in the organization's strategic plan not combined with the ideas of business department personnel. Insufficient innovation in strategic management structures can lead to companies failing to achieve their desired goals. First of all, enterprises do not closely integrate and analyze strategy and human resources, strategic goals

cannot be completed with human resources, and human resource management is only reflected in daily process affairs. Secondly, the process setup of the human resources module is relatively simple, and there is no complete implementation plan. The ambiguity of different business assessment contents and methods. The performance appraisal of the department only pays attention to the results, ignores the process inspection, and does not pay attention to the growth of personnel. First, the assessment system is not perfect, the assessment only focuses on results, and employees cannot get the return they expect after working hard, which discourages employees. This also makes passive employees always exist in it, occupying enterprise resources, reducing output, and is not conducive to the overall development of the enterprise.

**Presentation of the main research material.**

In modern society, human resources are the most dynamic resources in the organization, how to attract outstanding talents, how to make the existing human resources of the organization play a greater role, support the realization of the organization's strategic goals, is every leader must seriously consider the problem, which is why the top leaders of enterprises are increasingly from the field of human resources. Strategic human resource management believes that human resources are an indispensable and organic part of organizational strategy, including all aspects of the company's use of people to achieve organizational goals, as shown in Figure .On the one hand, the key to corporate strategy is to identify their own customers, operate their customers well, achieve customer satisfaction and loyalty, and achieve sustainable development of the enterprise, but how to make customers satisfied? It is necessary for enterprises to have excellent products and services to create value for customers and bring benefits; And high-quality products and services require the efforts of enterprise employees[8]. Therefore, human resources are the primary resources for enterprises to obtain competitive advantages, and competitive advantages are the guarantee for the realization of corporate strategies.

On the other hand, the various elements of strategic success for enterprises, such as R&D capabilities, marketing capabilities, production capacity, financial management capabilities, etc., must ultimately be implemented in human resources, so the position of human resources is the most important in the process

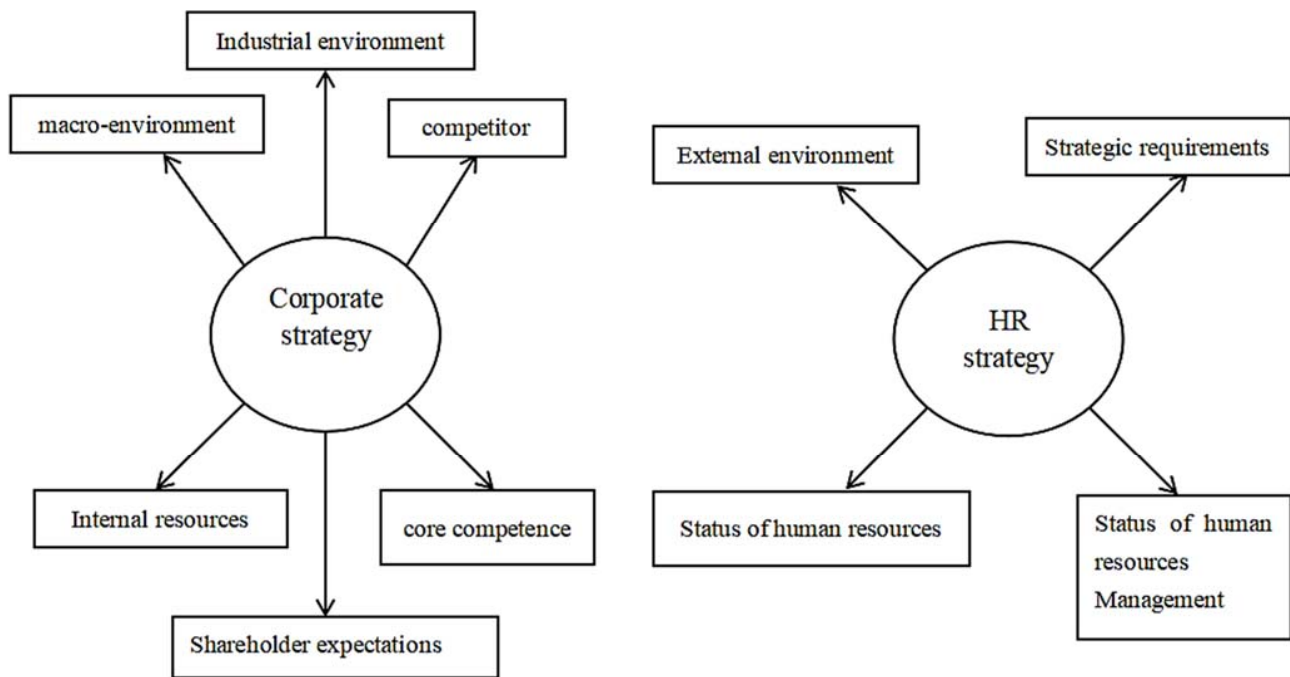


Figure 1. The relationship between corporate strategy and human resources strategy

of realizing the entire strategy. Strategic human resource management emphasizes the purpose of human resource allocation to obtain competitive advantage through human resources planning, policy and management practice, emphasizes the matching of human resources and organizational strategy, emphasizes the flexibility of organizational strategy through human resource management activities, emphasizes that the purpose of human resource management activities is to achieve organizational goals, and strategically allows human resource management to elevate the original management of human resources to a strategic position, that is, systematically linking people with organizations. Establish a combination of uniformity and adaptability in human resource management. System: concept-planning-mechanism-platform. Strategic human resource management is not a concept, but an organic system, consisting of four parts: strategic human resource management concept, strategic human resource resource planning, strategic human resource resource planning, strategic human resource management core functions and strategic human resource management platform, as shown in Figure 2.

The concept of strategic human resource management is the soul, which guides the construction of the entire human resource management system; Strategic human resources planning is a beacon that indicates the direction

of human resource management system construction; The core functions of strategic human resources are the means to ensure that ideas and plans are realized in human resources management; The strategic human resource management platform is the foundation on which the strategic human resource management function can be built and improved. Strategic human resource management planning absorbs the important results of current enterprise strategic management research and strategic management practice, follows the theoretical framework of strategic management, and pays great attention to the content of strategic level[9]. On the one hand, the traditional focus on personnel supply and demand of human resources planning into it, at the same time more emphasis on the alignment of human resources planning and enterprise development strategy. On the basis of rational analysis of the internal and external environment, clarify the challenges faced by enterprise human resource management and the shortcomings of the existing human resource management system, clearly outline the vision and goals of future human resources and the human resource management mechanism that matches the future development of the enterprise, and formulate feasible measures that can turn goals into actions and an evaluation and monitoring system for the implementation of measures, so as to form a complete human resources strategy system.



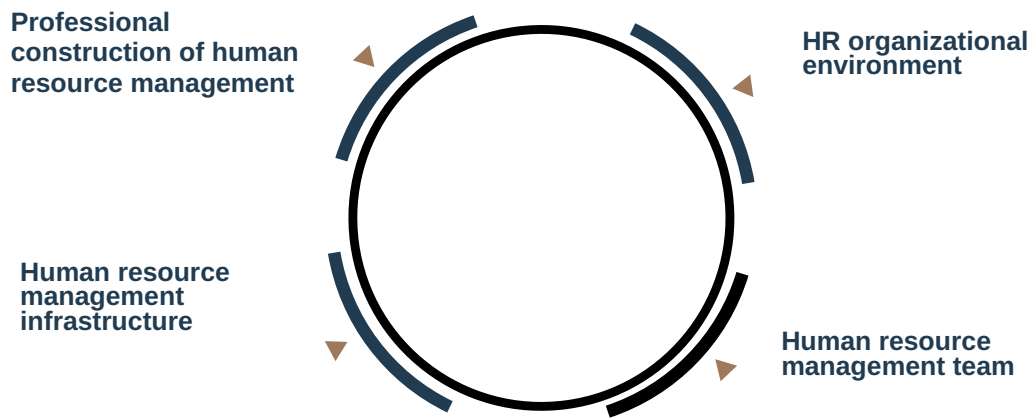


Figure 2. Strategic human resource management system

Four core functions: Build the HR team needed for strategy. The core functions of strategic human resource management include four functions: human resources allocation, human resources development, human resources evaluation and human resources incentives, so as to build a scientific and effective human resources management mechanism of "finding, educating, employing and retaining people", as shown in Figure 3.

The core task of strategic human resources allocation is to allocate the required human resources based on the company's strategic goals, dynamically adjust human resources according to the quota standard, introduce human resources that meet the strategic requirements, adjust and optimize the positions of existing personnel, establish an effective personnel exit mechanism to output personnel who do not meet the needs of the company, and realize the reasonable flow of human resources through human resource allocation. The core task of strategic human resources development is to develop and cultivate the company's existing human resources system, and ensure that the overall quality and quality meet the needs of the company's strategy. Organize training according to the company's strategic needs, and ensure that employees and the company grow in tandem by designating leadership succession plans and employee career development planning. The core task of strategic human resources evaluation is to objectively evaluate the quality ability and performance of the company's employees, which is convenient to ensure that the company's strategic goals and employees' personal performance are effectively combined, and on the other hand, provides a reliable decision-making basis for the company's employee motivation and career development. The core

task of strategic human resources incentive is to motivate employees according to the company's strategic needs and employees' performance, stimulate employees to give full play to their potential by formulating scientific compensation and benefits and long-term incentive measures, and realize their own value on the basis of creating value in the company [10]. The strategic human resource management mode of enterprises, the strategic human resource management mode of different enterprises has different characteristics. By studying the "How" and "Why" questions, we analyze how the research subjects implement human resource management practices in corporate activities, and when the existing theories are insufficient, capture the phenomenon through case study method and analyze the construction theory, grasp the richness of the phenomenon, and describe the phenomenon. Take Huawei Technologies Co., Ltd., for example, which was founded in 1987 and is headquartered in Longgang District, Shenzhen, Guangdong Province. As a leading global ICT solution provider, Huawei is committed to continuous innovation, open cooperation, and stable management, and is committed to realizing the future information society and building a better connected world. As a Fortune 500 company, Huawei has strong cultural genes, and its cultural construction not only respects individuality, but also adheres to collective struggle. This is reflected in Huawei's bonus incentive plan based on team performance, the implementation of team incentives, the tilt towards strivers, and the reasonable widening of gaps according to contributions. The management of a business begins with strategy and planning, which helps to reduce uncertainty about the future. Human resource management strategy plays an

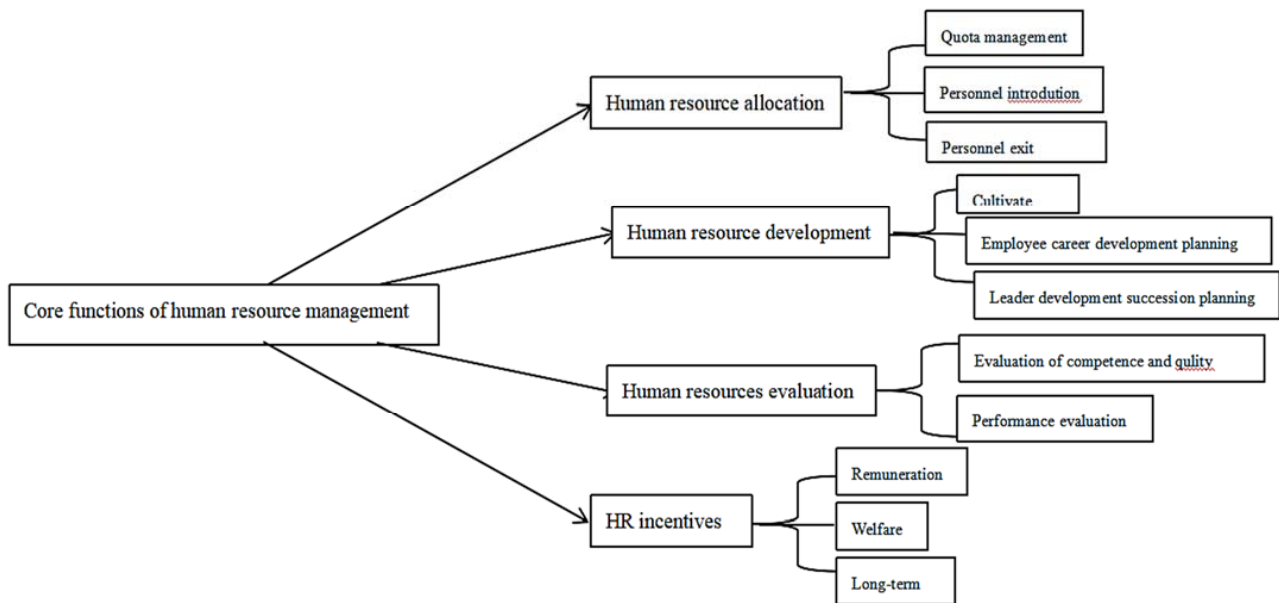


Figure 3. A core function of strategic human resource management

important role in the development of enterprises and organizations, human resource management serves strategy, but at the same time human resource management may also have certain constraints on enterprise strategy. Huawei Technologies Co., Ltd.'s approach and Ren Zhengfei's words can explain this - the company will never enter the information service industry, although this is a promising field, but Ren Zhengfei insists on positioning Huawei as an equipment supplier, that is, to transmit the sense of crisis and pressure to every employee, forcing them to do the best performance, the highest quality, the lowest cost, the best service, and force themselves to become legacy equipment suppliers. If they enter the information service industry, employees' understanding that good service is the life of the enterprise will be weakened, and they will make excuses if they have problems. It is not because the information service industry is not good, but because it will cause the internal mechanism to lose its activation state, which will also prevent the underlying logic of Huawei's human resources from playing a role. The technology industry pays attention to innovative enterprise human resource management models and characteristics, so Huawei is selected as an example of its human resource management practice, which has great influence [11]. Huawei Technologies Co., Ltd. has good corporate benefits, steadily increasing R&D efforts, mature and complete human resource management system, and has received extensive attention

and discussion, and reliable survey materials and books for analysis and exploration. Huawei's human resource management value chain starts from value creation, value evaluation, and value distribution. Value creation: the purpose of creating value and who the creator is. Value evaluation: how and how much value is created. Value distribution: value incentive methods and value distribution methods. In Huawei's strategic human resource management value chain, value creation is the core element, which determines the objectivity and fairness of the value evaluation system. The value evaluation system is the basis and foundation of the value distribution system, and employees can obtain reasonable returns through performance evaluation; After receiving the reward, the employees firmly believe in the corporate culture of "the strivers will be rewarded", so as to inspire employees to better create value for the enterprise. The activities of the enterprise are carried out around value creation, and in the end satisfactory results are obtained. As the strategic department of the enterprise, Huawei's human resources department is based on Huawei's strategy, and its core goal is to enable employees to create value for customers and enterprises. Enabling employees to achieve this goal depends on how to evaluate the value contribution of employees and how to distribute the value and surplus value created by the enterprise, that is, how to solve the problem of justice and fairness. Huawei's human resource management value chain is strategy-oriented, and has gradually built a

sound performance appraisal system and salary distribution system from three dimensions: value creation, value evaluation, and value distribution, and finally formed a human resource management system based on the value chain. Huawei's human resource management organization system is established and maintained with the participation of department managers and heads throughout the process to ensure close alignment with the business [12]. Huawei is the first enterprise in Shenzhen to regard talent as a strategic resource, and put forward the view that "talent is the first resource and the most important capital of an enterprise". For this point, Ren Zhengfei knows that the success of an enterprise does not lie in how many high-precision talents it has, but in how many talents with matching abilities and positions have been cultivated to achieve the appreciation of human capital. Therefore, Huawei has higher requirements for human resource managers, who need to be able to carry out daily transactional management with strategic work as the goal. Huawei's Human Resources Department has many Human Resources Business Partners who are responsible for connecting with different business departments, conducting human resources management in an orderly manner, and skillfully allocating business and human resources, and formulating human resources plans to ensure the smooth implementation of various business of the enterprise. Specifically, HRBP, as a core member of strategic planning, participates in the planning of strategic plans, understands medium- and long-term business strategies, and provides valuable HR analysis. In addition, to realize this idea, Huawei uses training to maximize the potential of employees and enable enterprises to obtain rich returns. In order to implement new business strategies, enterprises need to have certain organizational capabilities and employee management methods, and accurately grasp the thinking mode and ability of employees. The mindset of employees needs to match the organizational capabilities required by the organization, and the values of employees are determined by the expansion of key performance indicators and the fame and profit obtained by individuals, involving goal setting, employee motivation, performance evaluation and other aspects. Huawei put forward the theory of community of interests on the distribution of benefits, and the concept of interests within enterprises is to "strive to explore the internal dynamic mechanism of distribution according to production factors". For the

distribution of employees' interests, sharing benefits is not the end, and stimulating the innovation and development of enterprises is the most important thing. Having common interests with employees is to gain more motivation for development. For example, Huawei's employee shareholding incentive system is conducive to building a community of interests and team building, breaking organizational boundaries, quickly pooling resources, improving efficiency, helping organizations succeed, and giving employees full support through corps operations [13]. If an enterprise wants to maximize the interests of the enterprise, it must establish a learning organization, so that everyone becomes a learning worker, only in this way will the enterprise have incomparably strong competitiveness. As an enterprise that focuses on the continuous growth and extensive development of employees, Huawei attaches great importance to employee training, and the annual training expenses reach hundreds of millions of yuan. The establishment of human resources system needs to combine the characteristics of the enterprise and enable it to meet the strategic planning of the enterprise through methodical regulation. Specifically, enterprises can establish different business cores and form a training system with their own characteristics according to different businesses and required talents.

**Conclusions.** The strategic human resource management model is characterized by the expression of the concept of building the human resources framework, and a sound evaluation system and salary distribution system have been established through the value chain of the enterprise, forming a closed loop on the value chain system. Huawei's human resource management model is guided by its employment philosophy and corporate strategy, and its employment philosophy is influenced by its corporate values. As a key component of strategic thinking, Huawei's human resources thinking has a profound impact on the operation of enterprises. Huawei pays attention to the cultivation of talents' values and capabilities, integrates corporate culture and values into daily business processes, adheres to people-oriented, respects and takes seriously employees with different personalities, and resolutely does not arbitrarily accommodate employees' ideas and behaviors because of their "great merits" in evaluating the value contributed by employees and how to distribute the value and surplus value created by the enterprise.

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