

Strategic Management of Human Resources Based on Competency Model and Its Theoretical Basis

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ABSTRACT. The reliability and rationality of human resources planning are directly related to the success or failure of the whole human resources management work. The planning of staff flow depends not only on the established strategy, but also on the analysis and judgment of the future. The market competition environment has more comprehensive requirements for the diversification of enterprise functions and quality conditions in the existing urban economic construction system, especially for the competition of talents, which has become a condition that has been paid more attention to in the existing market environment. Strategic human resource management is a new research field. Although it is highly praised by enterprises at home and abroad, the research on strategic human resource management function is still in the exploration stage. This paper analyzes the relationship between strategic human resource management and competency model, focuses on the specific application of competency in human resource management practice, and puts forward some ideas on the establishment of strategic human resource management.

KEYWORDS: Human resources management, Strategic, Competency

1. Introduction

Under the background of global economic integration and in-depth development of market economy, market competition is becoming increasingly white-hot. Enterprise development cannot be separated from the effective coordination of human resources (HR) environment, and cannot be separated from the implementation of enterprise development strategies. Strategic resource management formed by the integration of the two has the advantages of conforming to enterprise development [1]. Enterprises are also fully aware of the importance of HR, but the traditional HR management (HRM) methods can no longer make enterprises face complex challenges and competition. In the future, modern enterprise HRM with a certain strategic height will become the choice of many enterprises. Enterprise HR managers are gradually freed from operational and administrative affairs and are more engaged in strategic HRM [2]. When considering such strategic issues as which new products to enter, whether to enter the international market, whether to expand the scale of operations or whether to carry out diversified operations, enterprise strategists must fully consider the existing resources of the enterprise [3]. On the premise of paying attention to the development of human potential, HRM will further improve the overall quality of human beings and enhance their comprehensive ability. Strategic HRM is realized in the HRM system. Therefore, under the new situation, enterprises should try their best to explore ways and means to build the strategic HRM system, which will play a positive role in the implementation and function of the strategic HRM of enterprises [4].

In the era of knowledge economy, the issue of how to obtain competitive advantage in global competition and maintain this advantage has attracted extensive attention. People are beginning to pay more attention to the important role of HR and HRM in the development of enterprises. Uncertainties in the market are increasingly affecting the survival and development of enterprises. In order to adapt to the possible impact of changes in the corresponding environment, the business activities of enterprises are becoming increasingly dynamic. The original means of HRM in enterprises can no longer meet the normal needs of enterprises. Enterprises require greater flexibility in HRM in order to better rely on the work team [5]. The construction of a new HRM system has strengthened the execution of HRM in enterprises and regarded HR as one of the important executors of enterprise strategic development. The competency requirements of a role are not only defined qualitatively, but also measured quantitatively [6]. HR have begun to become the first resource of enterprises, and HRM has also become a very important function of enterprise management [7]. The key factors that affect the competitiveness of an enterprise are its unique HR and intellectual capital, which are directly related to the survival and development of the enterprise [8]. This paper analyzes the relationship between strategic HRM and competency model, focuses on the specific application of competency in HRM practice, and puts forward some ideas on the establishment of strategic HRM.

2. The Significance of Strategic Hrm

Attracting qualified job seekers requires not only a detailed recruitment plan, but also matching labor remuneration and reasonable development space. In various fields of management, enterprises often establish and follow a set of related standards in order to improve the utilization rate of their resources. However, there seems to have been no set of scientific standards to rely on in HRM. Managers rely more on personal experience when managing their employees. To a certain extent, HR provide the possibility for enterprises to survive continuously, and can turn this possibility into reality. Talent is undoubtedly important in today's society, but effective management of HR is also essential. Without the management of HR, talent is fragmented and cannot play an effective role. Therefore, designing a strategic HRM system suitable for the enterprise can ensure the utilization of talents in place and provide guarantee for the profit of the enterprise [9]. In most cases, enterprises do not know much about external supply, and it is not necessary to have accurate information about the quantity of external personnel supply. The HRM based on competency is based on the competency of employees when selecting employees, that is to say, more consideration is given to what employees are suitable for, and training is required for the realization of enterprise strategy and the construction of enterprise core competence.

The core competitiveness of an enterprise is the basis for an enterprise to survive in the competition, and the HRM of an enterprise is to help the enterprise to cultivate and give full play to this competitiveness. Strategic HRM is created to meet the strategic planning objectives, and its biggest feature is win-win, that is, to meet the two-way development of enterprises and individuals, so that the strategic objectives of enterprises can be realized, and at the same time, the personal values of employees can be realized. Strategic HRM holds that HRM is not only an executor of enterprise management strategy, but also must participate in and sometimes lead enterprise development strategy. In the process of strategy implementation, various HRM systems and policies are designed and the practice of HRM is adjusted to help enterprises win competitive advantages. With the rapid development of economy today, talents have become the backbone of enterprise development, and the core function of strategic HRM is how to find, train and retain talents. Competency-based selection system can help enterprises to find qualified employees who can meet the current requirements of the organization and meet the needs of organizational development. In the process of performance management, if an element of an enterprise changes, the performance objectives should be adjusted in time to ensure the dynamic unity of performance objectives and strategic objectives. In addition to guiding the recruitment of employees, the driving relationship between recruitment and performance can also help enterprises clearly understand the effect of recruitment and provide basis for the deployment of employees.

3. The Role of Competency Model in Hrm

On the basis of the company's strategic objectives, HR are allocated according to the objectives, talents meeting the strategic requirements are introduced, career prospect planning and post optimization are carried out for existing talents, and an effective mechanism for talent promotion and personnel withdrawal is established, so that the HRM of the whole company can achieve a steady development state. Different from the traditional personnel management, strategic HRM attaches great importance to the role of HR in the realization of organizational strategies. It believes that HR are the organization's first resource and the fundamental guarantee for the realization of organizational strategies. Under the guidance of the people-oriented concept, strategic HRM regards the labor of employees not simply as an obligation to be performed, but as the contribution of employees to the organization [10]. In order to cater to this trend of economic globalization, enterprises need to constantly build a global network, fully improve their corresponding sales organizations and marketing methods, and constantly strengthen important international cooperation, so that enterprises can fully introduce international professionals and inject new blood into their advanced HRM concepts. In the strategic human development resource management, vigorously developing the talent strategy, realizing people-oriented, and realizing personal promotion, salary planning, reward and training for employees, can improve employees' personal abilities, increase the overall quality of employees in enterprises, and at the same time, significantly improve the efficiency and quality of enterprises. Through the improvement of staff's quality and ability, the cost can be reduced, and at the same time, the economic benefits of the enterprise can be increased, and the strategic objectives of each company in the container can be quickly realized.

HRM emphasizes more staff participation and management, so as to mobilize staff's enthusiasm, improve staff's sense of achievement and happiness, and meet staff's personalized needs. Lack of execution will have a serious impact on the operation and development of the enterprise. The competition between enterprises is essentially the competition among talents. Therefore, from the perspective of improving the competitiveness of enterprises, it is the introduction of professional talents. Talents with high technical level and strong professional quality can effectively promote the improvement of the core competitiveness of enterprises, thus gradually promoting the survival and development of enterprises with the continuous improvement of business autonomy. The data mining process in HR analysis is shown in Figure 1.

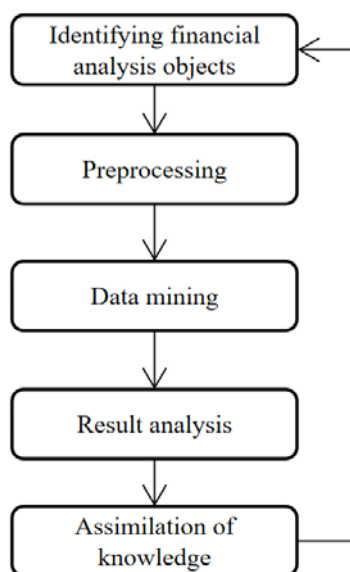


Fig.1 Data Mining Process

When the basic conditions of candidates are similar, the competency model is far more important in predicting excellent performance than the skill, intelligence or academic grade scores related to the task. In the stage of strategy formation, the enterprise needs to analyze the external opportunities and threats and examine the advantages and disadvantages inside the enterprise on the basis of determining the mission and objectives of the enterprise [11]. The strategic management of HR in enterprises should reflect flexibility and individuality. The internal HR in enterprises can be divided into four categories, namely, pioneering talents, creative talents, practical talents and talents to be adjusted. Under the development background of the times, the requirements for customization and humanization of enterprise HRM are getting higher and higher. When providing high-quality products or services to consumers, staff members need to effectively combine their own functions, and create economic value for enterprises and meet the needs of consumers in all aspects. Enterprises can recruit new HRM talents, break the inherent rigid personnel system, improve the inertia thinking of enterprise personnel management, enhance the core competitiveness of enterprises, and formulate a strategic HRM system model, so as to launch manpower planning, selection and allocation, training and development, etc. With the ever-changing operating mechanism of enterprises and the ever-increasing demand for the allocation of labor resources, enterprises need to improve their own forms of labor organization accordingly.

4. Conclusion

In the market economy environment, the business scale of enterprises is constantly expanding, so it is necessary to continuously strengthen the strategic HRM function, and play the functional roles of strategic partner, management expert, change promoter and employee incentive, so as to effectively enhance the core competitiveness of enterprises. The research and development of competency provides a new entry point for strategic HRM and a theoretical basis for the establishment of HRM system. Competency model plays an important role in strategic HRM. If we want to vigorously develop the talent strategy, so that the strategic objectives of the enterprise can be quickly realized, we must attach importance to the enterprise HRM, so that the HRM can cooperate with the strategic objectives of the enterprise development, so that HR can play a huge role in the development of the enterprise. Strategic HRM can improve competitive advantage and economic benefit of enterprises, and it is an important means for enterprises to win core competitive advantage under economic globalization. The basic content and control management mode of traditional personnel management should be changed into strategic HRM mode and incentive management mode, so that employees can actively exert their subjective initiative and realize the strategic objectives of enterprises as soon as possible.

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