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A Probe into the Oriented Management Mode of "Human Resource Return"

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ARTICLE INFO

Article history

Received: 28 February 2020

Revised: 5 March 2020

Accepted: 9 April 2020

Published Online: 16 April 2020

Keywords:

Human capital

Return on investment

Return on material capital

ABSTRACT

At the present stage, each big enterprise bases itself on the human resource inside the enterprise, increases the human capital investment one after another, pays attention to the human capital investment and the talented person education and training. This paper analyzes how the return on human capital investment is realized in the enterprise and how the enterprise realizes the highest return on human capital investment.

1. Introduction

Return on investment is the basic criterion of capital market. The investment of human capital has been paid more and more attention by enterprise managers. Although there are different characteristics of human capital in different industries and different stages of history, and the investment of human capital is different in each enterprise, the common character of entrepreneur tries to reach the highest return rate of human capital investment.

2. Summary of Return on Human Capital Investment

Human capital return-oriented management is based on the value creativity of different businesses, different re-

gions and different positions. By tilting resources to areas with higher returns on human capital, the total amount of labor in the network will remain unchanged. Achieve an increase in overall income. Compared with the planned management, the "human resource return" oriented management has the characteristics of refinement and flow, and is more in line with the inherent law of the development of "the key to the development of network business lies in the distribution of labor force". At the same time, the management system also put forward higher requirements.^[1]

The key to a "human resources return" oriented management model is how to determine the value creation capabilities of the business sector in different regions. Below will be the example of personal deposits, which account for 70 percent of personal line income. This pa-

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per introduces the calculation method of human resource return on deposit, if necessary, it can be extended to other business research. Since the total amount of work time is basically fixed when the number of people is fixed and the working hours are fixed, the calculation of the "human resources return" will focus on calculating the savings income generated per minute by different jobs.^[2]

Human capital is a form of capital that exists in contrast to material capital, acting on people and providing future income. Education is the most important way to form human capital. Education plays a continuous role in economic growth through the formation of human capital. Although human resource management experts and managers have different definitions of human capital, there is a consistent understanding that human capital represents the relationship between the investment made by an organization in its employees and the subsequent return on human capital. The return on investment in human capital, such as knowledge, talent, work experience, and physical condition of a company, is much higher than any other form of capital Ben's return on investment. Sustained growth for more than 100 months since the 1990 s was largely due to investment in human capital.^[3]

However, human capital has its own characteristics, such as the dynamic role of human capital, the continuity of human capital investment, the non-transferability of human capital and the heterogeneity of human capital. Investment payback period growth, which foreshadowed increased risk of investment in human capital. Once human capital investment fails, enterprises lose not only the cost of investment (material and time cost), but also the opportunity cost of human capital to create value. Especially for the pure service industry where the enterprise value comes from the employees.^[4]

In 2017, the human network carried out the "2016 Chinese Enterprise HR data (only report) research" activities, resulting in the 2016 economic operation Overall stable, the enterprise human capital investment rate of return showed an upward trend.

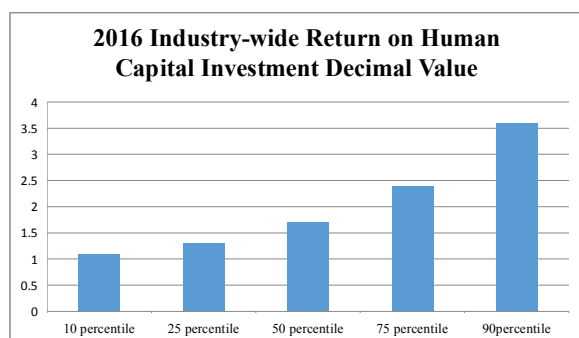


Figure 1. 2016 industry-wide return on human capital investment decimal value

3. The Advantages of "Human Resource Return" Management Model

3.1 The Business Does Tilt Towards High-Value Creation

ecause of the existence of external effect, especially for the business with strong external effect, such as channel type and financial management class, it is impossible to accurately judge the value created by a certain business by only calculating the book income. At present, in some areas of our company, there are too many resources being invested in the low value creation field, and it is very difficult for the plan management model to detect these situations and correct them. The management mode of "human resource return" calculates the internal and external value creation ability of each business, tilts the resources to the field of "human resource return" to realize the balance of the overall business development, and achieves the overall value creation maximization.^[5]

3.2 The Development Path of Personality Network

The establishment of comprehensive business plan requires each bank, each organization to cover all aspects of the business, the lower bank in accordance with the plan to complete each business index, to their own comparative advantage of the business development. The management mode of "human resource return" gives the advantage business of each network itself, and through the performance appraisal system, it guides the resources to the high "human resource return" business of each network. It also leads individuals to create high "human resource returns" to maximize value creation.

3.3 Timeliness of Market Responses

When the business combination provided by the network does not match with the market demand, the business development of the network is in a sub-healthy state, that is, it misses the opportunities for the development of the superior business and invests too much resources in the inferior business. The traditional planning management can detect this situation only when the sub-health condition of the network is relatively serious, which is reflected in the fact that there is a large gap between the operating data and the brotherly network, and because the annual plan cannot be changed from day to day, from discovery to adjustment, the time is less than one year. More than 2-3 years. "Human Resource return" centralizes the processing of market information, which can be reflected in the data at the beginning of the departure from the network's business structure, and

the whole information is touched. Feedback takes only a month or week to maximize dynamic value creation.

4. The Strategy of Realizing the Maximum Return on Human Capital Investment in Enterprises

4.1 Improve Enterprise Work Analysis

Job analysis is a systematic process of determining the skills, abilities, knowledge, tasks, responsibilities and responsibilities required to accomplish all tasks. It is also an important human resource management technique. The results of job analysis provide information about the requirements of the job itself, which in turn are the basis for the preparation of job descriptions and job specifications. The standardization of job analysis and systematization is helpful to avoid the invalid investment of human capital caused by the inappropriate employment of staff.

4.2 Establish a Sound Training System

Enterprise training involves two training subjects, enterprises and employees. According to the nature of the two, there is a certain difference in the purpose of their participation in the training. Therefore, in order to improve the efficiency of training, we must establish a complete training system to clarify the rights and obligations, interests and responsibilities of both sides, and to straighten out the interests of both sides so that the objectives and interests of both sides can be compatible as much as possible. The training system mainly includes: training service system, personnel training system, training incentive system, training assessment system, training reward and punishment system, training risk management system, training implementation management system, training file management system. Training fund management system and so on. As a result of training The training system is formulated by the enterprise so the main purpose of the system is to arouse the enthusiasm of the staff to participate in the training, to improve the quality of the staff, to improve the working efficiency, to make the training truly meet the needs of the production development of the enterprise and to create the future benefit for the enterprise.^[6]

4.3 Improve the Evaluation System of Return on Investment of Human Capital

At present, the quantitative analysis of human capital investment has not been fully established, but there have been some research results in many aspects. Using reliable methods to calculate the return on investment of human capital requires comprehensive consideration of several factors. Four of these important factors include:

First, a systematic evaluation system. Determine the degree of assessment, data types, and methods of obtaining data.

Second, accurate process model. Provides steps to calculate the return on investment, including how to separate the economic impact of a human resources project from other factors.

Third, the standard of operation. As a guiding principle, these criteria ensure consistency in the evaluation process and build the confidence of the company's key stakeholders in the evaluation.

Fourth, sufficient resources should be prepared for the implementation of the evaluation to ensure the operability of the method of calculating the return on investment of the project, and to make the evaluation a routine task for the enterprise. The implementation of the project involves defining job responsibilities, policies, goals and skills development.

These four factors constitute the necessary conditions for the establishment of a comprehensive evaluation system which is balanced in all aspects, highly trusted by all stakeholders and easy to carry out many times. As a human resource manager, we should consider comprehensively from the strategic point of view, make use of the method of economics, carry out accounting and benefit evaluation, reduce the risk of human capital investment, and constantly perfect and standardize the quantitative analysis of human capital investment. To maximize the return on investment in human capital.

5. Attach Importance to the Investment of Human Capital of Entrepreneurial Talents

5.1 Entrepreneurial Personnel Training System with Entrepreneurship as the Core

In fact, the entrepreneurial talents should complete three tasks in the process of starting a business, one is to obtain and grasp the opportunity of starting a business for the first time, the other is to manage the operation of the new enterprise, and the third is to grasp the future strategic trend of the enterprise, to carry on the reform and the second venture. The corresponding entrepreneurial ability can also be divided into three types: entrepreneurial opportunity ability, entrepreneurial management ability and entrepreneurial transformation ability. The opportunity ability includes entrepreneurial awareness, entrepreneurial opportunity identification ability and entrepreneurial opportunity development ability. The ability of entrepreneurial management is the operation management of the new enterprise, including organization ability, relationship ability, commitment ability, while the ability of the second entrepreneurial transformation includes the strategic ability and the ability of change.

It needs the joint efforts of the government, society, family and all kinds of schools to improve the entrepreneurial ability of entrepreneurial talents and form a scientific training system of entrepreneurial talents. In other words, the government should guide the government in macro policies, the society will form a cultural environment to encourage entrepreneurship, families will enhance their entrepreneurial opportunities, especially their entrepreneurial awareness, and all kinds of schools will comprehensively promote the entrepreneurial ability of entrepreneurial talents through a systematic entrepreneurship education system.

4.2 Optimizing Entrepreneurial Education System and Investment Channels of Human Capital

A reasonable and systematic entrepreneurship education system includes the effective linkage of entrepreneurship education in all kinds of formal education human capital investment and the construction of entrepreneurship education system in colleges and universities. The effective connection of entrepreneurship education in all kinds of schools is to define the function of entrepreneurship education in all kinds of schools. The function of entrepreneurship education in elementary and secondary schools is mainly to cultivate the entrepreneurial awareness in entrepreneurial opportunities, so that students can have a certain grasp of entrepreneurial management and entrepreneurial innovation ability. Vocational schools improve the ability of entrepreneurial operation and management in an all-round way. The goal of students' training is to meet the training standard of entrepreneurial executive talents, and the education of colleges and universities is to start a business. The core of this system is to cultivate entrepreneurial entrepreneurs and entrepreneurial R & D talents through professional education and curriculum education respectively. The education system of entrepreneurship can refer to the education and training system of entrepreneurship in the United States. Combining with the situation of our country, we can gradually set up the specialty of entrepreneurship in colleges and universities, and establish the system of specialized education and cultivation of specialty, master and doctor. Define the educational goal of entrepreneurship, carry out educational quality project, improve the quality of entrepreneurial talents, and standardize the framework of education system. Establishing a systematic course on Entrepreneurship not only for Entrepreneurial majors, but also for developing some Non-Oriented courses based on Entrepreneurship ability Promotion A course in entrepreneurship. Course carriers include books, case studies, online games, television, comprehensive training, etc. Employ entrepreneurs and entrepreneurs with entrepreneurial experience as part-time teachers and provide students with entrepreneurial

experience opportunities. On the basis of the optimization of the investment in human capital of formal education, the optimization of pre-school education, the investment of human capital in adult continuing education, the investment in health care and the optimization of entrepreneurial talent market.

According to Heckman (2009), a Nobel laureate in economics, the investment of human capital in pre-school education aged 0-5 is the most efficient. Therefore, in preschool education, the government should strengthen the guidance of entrepreneurial culture and entrepreneurial climate. For entrepreneurial talents to set up a learning model, families to strengthen pre-school education awareness of entrepreneurship and entrepreneurial thinking training. Basic education, vocational education and higher education and other formal education investment channels to form a systematic entrepreneurship education system here do not elaborate. Investment in continuing adult education or on-the-job training, as well as investment in health care, can establish an organizational and entrepreneurial individual sharing of inputs and benefits Mechanism, through on-the-job education and medical care to extend the service life of entrepreneurial human capital, to renew entrepreneurial ability, to enhance the ability of secondary entrepreneurship, but also for the long-term development of the organization to provide competitive advantage, create value. The optimization of entrepreneurial talent market is mainly to form a free circulation of entrepreneurial talent market, promote the function of market intermediary organizations, and promote the effective allocation of human capital and the promotion of talent allocation efficiency. At the same time, it also promotes the value of individual human capital.

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