



Research on the Transformation of Human Resource Management in City Gas Enterprises

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Abstract The development of city gas is closely related to the level of national economy and the improvement of social life. Human resource management is an important part of urban gas enterprise management, enterprise reform is the reform of all aspects of the enterprise, human resources management can smoothly transition to the process of enterprise reform. This paper analyzes the problems and causes of the human resource management of urban gas enterprises in China at present, and puts forward some suggestions and counter measures from the connotation of human resource management transformation.

Keywords City Gas, Human Resource Management, Transformation

Introduction

Urban gas is an important infrastructure of the city, which has important significance to improve the urban environment and improve the quality of people's life. The development of city gas is closely related to its management system. By the end of the 20th century, our country city gas management system basically is the pattern of planned economy system, many of the city gas enterprises is still in its monopoly of production and operation environment, the management system of city gas industry is the lack of competition. After 2002, the government has published a series of policies to push forward the reform of marketization of gas industry, gas industry reform into the substantive phase. Further liberalization of city gas industry, more and more foreign enterprises and private enterprises to enter the domestic city gas industry, making the industry more competitive. However, the gas enterprise human resources management by the influence of the concept of history, still remain in the traditional personnel management level, leading to the city gas enterprises are restricted to take part in market competition.

The connotation of human resources management transformation is the traditional personnel management to modern human resources management, in order to realize the human resources management transformation, it is necessary to human resources management and personnel management of these two concepts to distinguish between. First of all, the management of the personnel management are transactional, management tasks to file management, personnel dispatch and other basic work, and there is no a set of scientific management system; Second, the personnel management is periodic, lower levels of management, managers often do not take the personnel management before, lack of human resources strategic vision; Finally, the personnel management to matter as the center, pay attention to the stand or fall of management work and don't pay attention to the value of a man.

The main problems of human resource management of city gas enterprises

The concept of human resource management is lagging

(1) Disregard the social nature of human

In the traditional enterprise management, the employee is regarded as a simple "economic man", only pay attention to the human economic attribute. However, according to Maslow's hierarchy of needs theory, people's demand is administrative, complexity. The traditional human resource management is often ignored the people to the hierarchy of needs, the staff as a simple economic man, while ignoring the social attributes of employees.



(2)The lack of "people-oriented" management philosophy

The concept of human resource management in most enterprises of China including city gas enterprises, is still the personnel management, human resource management as a management of affairs rather than strategic management. A few companies have not even set up specialized human resources management departments, or directly retained during the period of planned economy "personnel department" to exercise the functions of human resource management. The traditional "personnel" work is limited in the archives management, payroll and other transactional work, the modern sense of the "people" as the center of the human resource management basically not implemented [1].

The performance evaluation mechanism is imperfect

(1)Appraisal main body understanding of performance evaluation is not enough

Gas enterprise managers because of the lack of professional skills, especially the lack of human resources management knowledge, lead to performance evaluation often can not correctly reflect the performance of employees, staff can not correctly treat the appraisal system, also do not understand the importance of performance evaluation to improve performance, naturally also won't be able to establish performance evaluation system or unable to perform, so, appraisal system also cannot be effectively implemented within the enterprise.

(2)Evaluation standard design is not reasonable

Most of the gas enterprise performance evaluation standard is to complete the work to evaluate good or bad, without considering the other factors that affect job performance. Consider a single factor can not fully examine the pros and cons of a performance, often require from the work environment, job characteristics and other objective factors and subjective factors such as employee sentiment for integrated investigation of the employees. Reasonable design of the evaluation criteria can help managers to achieve the purpose of evaluation, clearly understand the employee's working status.

(3)The lack of open and timely feedback mechanism

An important part of performance evaluation is the feedback that the results of evaluation feedback to employees, so that employees understand the evaluation of his work by enterprise managers. But now, the gas enterprise general lack of timely feedback mechanism, employees can't timely know assessment results, don't know the enterprise managers evaluation of their work, hit the enthusiasm of staff.

Salary welfare system is unfair

Gas enterprise wage form generally adopts the basic salary plus year-end performance bonus way. In the traditional human resources management, due to the lack of clearly reward and punishment standards, bonuses determined usually with considerable subjectivity and arbitrariness. There are unfair in the salary design: senior managers' pay is too high, basic technical personnel salary is too low. Basic technical personnel is the foundation of the development of enterprise business, but his income does not reflect the importance of the work, responsibility and benefit is not equal, the technical personnel lack of work enthusiasm.

The incentive mechanism is not perfect

Vast majority of enterprises haven't deeply consciousness to incentive significance in human resource management, a lot of enterprises without a complete set of incentive system, and incentive mode is single, mainly pay and bonuses, can not meet the needs of higher level employees. In the modern human resource management, incentive is divided into positive incentive and negative incentive, positive incentive is the behavior to conform to the organization needs to be encouraged, negative incentive is the imposition of sanctions does not meet the organization's needs behavior. Scientific incentive mechanism often includes both positive incentive and negative incentive.

The causes of the problems of human resource management of city gas enterprises

The reason of social dimensions

At present our country is in the crucial period of the market-oriented reforms , the relevant laws and regulations of the corresponding human resource management can not keep up the pace of reform, especially in the gas industry. Due to historical reasons, for a long time, the gas industry formed a closed system, that few exchanges with the outside world labor market, which led to the related laws and regulations on the management of human resources are less than normal. First of all, there is no specific regulations for the gas industry, the lack of guidance in the recruitment, staffing, employee training etc..Secondly, the relevant laws and regulations about gas industry that matching with the "labor law" are inadequate, the system construction of the laborers' wages, protection, compensation standard of social security is not perfect. Finally, the lack of relevant laws and



regulations to solve the employee labor dispute in the gas industry, the situation is not optimistic about the dispute arbitration. The above reasons led to the lack of a good environment for the development of enterprise human resources management, human resources management is basically play a role in the enterprise management level, and a lot of root problem of the human resource management is exposed.

The reason of enterprise dimensions

From the perspective of enterprises, the manager of company does not pay attention to human resource management is the key reason for many problems in human resource management. Enterprise strategic target realization need managers and employees together to complete, and the aim of human resource management is to coordinate the relationship between man and man, and man and enterprise, integrating all kinds of resources to achieve strategic objectives, the quality of the enterprise human resources management directly affects the realization of the strategic goal of the enterprise. Therefore, human resource management needs to support by decision-maker and manager of enterprise.

The reason of employee dimensions

The main cause of the problems of human resource management is that the quality and professional skill of staff are not satisfactory. All aspects of human resources management that including the development of various regulations, staff recruitment and configuration, and performance appraisal are in need of employee participation. But in modern society, knowledge structure and age structure is more and more complex, the culture level and personality differences are increasingly obvious. How to meet the needs of enterprise development to recruit talent, how to improve the quality and professional skills of staff, put forward new requirements for the enterprise managers.

The countermeasures and suggestions of transformation of the human resource management of gas enterprise City

Strengthen the concept of human resource management

Change the traditional concept of human resources

The gas enterprises need to complete the deepening reform, realize the successful transformation of enterprises, the most important task is to change the concept of human resource management. Gas enterprises should change the traditional concept of talent, such as should be people-oriented, respect for employees. establish the concept of talent that talent is an important resource for enterprise development .Modern human resources management is the "people-oriented" management, emphasizes human centered, take the talent as the competitive advantage; it that meet employee needs of higher level, can fully mobilize the potential and creativity of employees. Gas enterprise managers must be aware of the importance of talents for enterprise development, implementing the "people-oriented" idea in human resource management.

Strengthening the cultural activities in enterprises

The success of the enterprise and excellent enterprise culture are complementary, excellent enterprise culture on behalf of the enterprise values. Excellent corporate culture can motivate employees to maintain long-term working enthusiasm and strong enterprising spirit. In summary, company culture is to play an important role in the development of enterprise, which embodies in the following aspects [2]:

- (1) Condensation: The connotation of enterprise culture is people-oriented, which support the development of every employee and respect every employee will. Enterprise culture provides a dream for employees that is hard work will be rewarded, and it formed a powerful centripetal force and cohesion between employees and leaders, employees and employees each other.
- (2) Guidance: The guidance is that enterprise culture can guide thoughts and behavior of managers and employees' to make managers and employees consciously work hard in peacetime work. The guidance is mainly reflected in two aspects: The one is guidance of employee's thinking, the values of company on behalf of the ideas and vision of enterprises for their own development. The employee agrees to the enterprise culture, it means that employees recognize enterprise values, so they will strive for the realization of enterprise vision; the other is to guide the behavior of employees. The enterprise culture is equivalent to the rules and regulations of the enterprise, whether managers or employees' behavior should be in the range of appropriate and reasonable, can not go against the corporate culture.
- (3) Incentives: Positive enterprise culture has great effect on the encouraging employees, employees will have a strong sense of pride and honor for enterprise, which will greatly promote the enthusiasm of the staff.
- (4) Restriction: The constraint function of enterprise culture is mainly achieved through regulations and ethics. The regulations is the enterprise managers and staff behavior criterion, managers and employees must abide by and implement it. Ethics from the perspective of social ethics governing the behavior of managers and



employees, if the behavior of the managers and staff on the harm to the interests of the enterprise and society, then it will be condemned by public opinion.

Improve the supporting system of human resource management

Establish a scientific system of recruitment and selection

For a long time, the state-owned gas enterprises often have great arbitrariness and subjectivity in the recruitment process. In the modern human resources management, the enterprise must establish a set of scientific system of recruitment and selection, to standardize enterprise selection criteria from the system. Gas enterprise managers should recognize that a set of scientific and perfect recruitment system can not only to conform to the requirements of talents for enterprises, improve the quality of the enterprise human resources effectively, but also can enlarge the enterprise well-Knowles, make more people know about this company [3-4].

To improve the performance management and evaluation mechanism

Performance evaluation refers to that the manager observe, collect, integrate the behavior and state of employees by scientific methods and process, then according to the results of observation, manager can make accurate evaluation to employees. Performance management is not only focus on the employee's performance, but also focus on the behavior of employees in the work, usually adopt set personal goals to achieve the goal of enterprise. Performance management pays attention to the common development of employees with enterprises, and each link of performance management requires the participation of managers and employees. Performance evaluation is an important part of modern human resource management, and it plays an important role in improving enterprise performance, management efficiency and staff self promotion. In addition to the employee performance evaluation, performance evaluation includes employees working behavior and attitude of evaluation, the appraisal of employees' comprehensive and impartial evaluation, it helps staff cognitive oneself work condition accurately, know themselves and find the deficiency of the improved method [5-6].

Setting up a scientific salary and welfare system

Salary welfare system is the basic of an enterprise and personnel system, plays an increasingly important part in modern human resources management. A sound system of compensation management can help enterprises to recruit exceptional people, is also the enterprise important means of retaining talent. Management scientists think reasonable salary welfare system is an effective way of incentive; employees clearly know their own work can get much in return, so as to work harder. In the compensation system design, first of all, insight into labor market resource of supply and demand, survey industry pay levels, particularly pay attention to the different job requirements and job level salary; Secondly, completes the job analysis, avoid working in different enterprise internal position name but difference caused by the same pay, to ensure the fairness of the salary system; Finally, based on "people-oriented", enterprise should pay attention to communication with different levels of employees, understand the needs of employees.

Managers should fully consider the welfare plays an important part in the whole compensation system, in general, by employees' welfare level can see the development of the enterprise in the industry level. In the compensation system, the salary is a foundation, welfare is rewarded, the stand or fall of the welfare of the enterprise directly affect the enterprise staff's future. Companies in the adjustment of wages at the same time more should pay attention to employee welfare adjustment, to a certain extent, welfare is a supplement to the salary, the relationship between the two complement each other, such as employee compensation, because of the job grade has not been improved. Companies in the adjustment of wages at the same time more should pay attention to employee welfare adjustment, to a certain extent, welfare is a supplement to the salary, the relationship between the two complement each other, such as an employee compensation, because of the job grade has not been improved. So that employees can feel enterprise attention to its and hard work [7].

Establish a flexible incentive mechanism

Motivation is a basic problem of enterprise management work faces, has also been a research topic of management. Starting from the manager put forward incentive theory, incentives only focus on the money and material rewards, today to the money and material can not meet the needs of most employees. In the modern enterprise, the manager has become more and more attention to the development of people, the modern human resource management is also a people-centered management, but how to make human resource management more efficient? The answer is that incentives, incentives can inspire the potential of people. At present our country gas enterprise general lack of flexible incentive mechanism, also will not be able to better play to the potential of employees, managers should understand the different needs of employees, for different employees to take different incentives or comprehensive incentives. The way of common incentives are as follows^[8]:



Language motivation: Language motivation is the fastest the most direct, effective incentives. For employees work performance and performance excellent, timely, affirm and praise can stimulate staff's work confidence and morale. It is important to note that language motivation can be praise, of course, also can be criticized, for some behavior is not in conformity with the enterprise rules and regulations of the employee can take moderate criticism way, make them understand that such behavior is forbidden, can reduce the number of employees to make such mistake again.

Emotional incentive: At work, often focus on the work of the staff, understanding of employee job satisfaction; In life, to have employees need help lend a helping hand, help employees as soon as possible out of trouble. Enterprise is necessary within the enterprise to build positive, warm and full of humanistic care organization environment. More should pay attention to is, whether managers or within an enterprise grass-roots staff, they all have be respect and be understanding needs, enterprises should pay attention to employee of such requirements and timely response, it often will have unexpected harvest.

Target motivation: Give employees to determine the specific goals, quantification, goal setting must reflect the requirements of the goals of the enterprise and employees. It's both to achieve the goal of enterprise to set at the same time meet the needs of employees.

Learning motivation: For off-job training performance outstanding employees, let employees feel pay is rewarding. Learning motivation often to promotion incentives as auxiliary, after off-job training, adjusting training staff positions adapt to different jobs.

Conclusion

The key is to change ideas in the transformation of human resource management, management theory and management methods of modern human resources management are quite different from traditional personnel management, people-centered is the core of modern human resources management, from hiring, employing, tube, education and so on, each aspect in human resource management reflected the management idea of "people-centered". Gradually improve all kinds of human resource management system, forming a set of scientific and perfect system of human resource management system is the powerful guarantee for the transformation of human resource management. Only the pursuit and effective human resources management in the new technology and new method can be more competitive in the competition.

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