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Regarding Enterprise Operations and Service Management in China

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Abstract: With the intensification of competition, the importance of human resource management in power enterprise management becomes more and more prominent. However, due to the complex and changing risks, human resource management has become more difficult. Therefore, when formulating organizational strategies and implementing actual operations, it is necessary to establish "bottom line thinking" in order to more effectively identify and prevent potential risks, and enable human resource management to develop steadily. According to the characteristics of electric power enterprises, this study conducted A research on human resource management risk of electric power enterprises in accordance with the process of risk identification, assessment and prevention. After analyzing the existing situation and finding out the existing problems, we extracted the risk factors of human resource management in A power enterprise and constructed the corresponding evaluation index system. ahp - entropy weight method is used to determine the weight of each index, and fuzzy comprehensive evaluation method is used for comprehensive evaluation. Finally, we put forward some feasible and practical prevention and control strategies and suggestions.

Keywords: Human resource management; Risk; Prevention and control； Electric power enterprise

Introduction

As a strategic and valuable asset, human resources possess knowledge and skills that are critical to driving a company to achieve its intended goals. Modern enterprises must strengthen the management and control of human capital, make it become the key factor to achieve sustainable growth, so as to enhance the core competitiveness of the company. In recent years, with the progress of technology and the renewal of ideas, more and more research institutions and management experts began to conduct in-depth research and practice, and through their research results to provide more reference support for enterprise management, making human resource management with more pertinence and operational significance. Due to the increasing competition, enterprises are under increasing pressure in terms of human resource management, especially in the development of the Internet, employee mobility continues to rise, which poses a great threat to the normal operation and sustainable development of enterprises. Human resource risks are mainly manifested in two aspects: first, the activity, change and mobility of "people" and the complexity, systematism and imbalance of human resources; Second, if these risks are activated, it will lead to all kinds of problems and even more crises. The lack of adequate knowledge makes it impossible for enterprises to prepare and take appropriate measures to deal with unexpected situations when faced with complex risks, which seriously affects their development. Therefore, in order to ensure the successful operation of the company, it is necessary to attach great importance to each step of the management process, carefully check the potential crisis and conduct a comprehensive investigation and analysis, and adopt high-quality methods in the identification, prediction and control to ensure the effective response to various emergencies and promote the successful execution of the company's management strategy.

As an important lifeline industry closely related to national energy security, electric power enterprises are both state-owned enterprises and public affairs in our country. As China's economy enters a stage of high-quality development and makes deep strategic adjustments, the focus of competition among power enterprises is no longer limited to traditional resources such as scale and finance, etc., but pays more attention to human resources based on innovation capacity building. Therefore, internal organizations are paying more attention to human resources allocation than ever before. The structural problem has become the biggest challenge restricting the development of power industry. Under the background of the gradual deepening of electricity reform, electric power has established many rules and regulations to promote the standardization and systematic HRM work. However, at present, there are some problems in the HRM process, such as the gradual increase of risks caused by flexible local employment. Therefore, in the process of effectively preventing HRM risks, it is particularly important to ensure normal operation and effectively control labor costs so as to enhance core competitive advantages. This paper will improve the corresponding prevention system and design the corresponding safeguard measures by identifying and evaluating the risks existing in the construction process of power A, which has very obvious practical significance.

Main part

This paper takes a electric power enterprise as the research object, combines the particularity of human resource management in electric power enterprises, defines the connotation of human resource management risk in electric power enterprises, and analyzes its causes. On this basis, the human resource management risk factors are identified and analyzed, and the human resource management risk evaluation index system suitable for electric power enterprises is constructed. This research has important theoretical value, expands the research scope of related fields and enriches the research content.

According to the current national power industry classification and classification standards, China's power enterprises can be roughly divided into power companies and power auxiliary companies. Among them, power companies can be further subdivided into power generation enterprises and transmission, transformation, distribution and sales of electricity enterprises two subcategories. The business scope of power generation enterprises (energy enterprises) covers traditional thermal power, photovoltaic power generation, wind power, nuclear power generation, hydropower power generation, coal power generation and other types. China Huaneng Group Co., Ltd. and China Datang Group Co., Ltd. are representative large energy enterprise groups. Power transmission, transformation, distribution and sales enterprises focus on the investment construction and operation of supply networks, among which the national representative enterprise is the National Grid limited liability company. In addition, auxiliary companies as auxiliary support institutions mainly include the design and construction and equipment manufacturing two fields. In terms of design and construction, China Metallurgical Corporation Limited and China Energy Conservation and Environmental Protection Company Limited are representative entities in the field, providing comprehensive services in the water and energy sectors; In terms of equipment manufacturing, China Machinery Engineering Co., Ltd. dominates the market and provides hardware and software products as well as overall solutions, such as integrated solutions based on intelligent technology. In most cases, state-owned enterprises and institutions owned by the public sector and funded by the government are required to comply with the provisions of relevant authorized departments and government regulators when using resources, and bear the responsibility of implementing public policies to meet the daily needs of the public. In addition, it is responsible for regulating the national economic order, safeguarding the public interest and promoting social fairness and justice. Therefore, it can be said that these characteristics also give it a certain degree of public sector attributes.

A Electric power Enterprise is a wholly-owned subsidiary of State Grid J Province Electric Power Company, established in 1953, with a Grade I electric power engineering construction qualification. The company is mainly engaged in the construction of power transmission and transformation projects, and undertakes the operation and maintenance of UHV lines, emergency repair of power grids and construction equipment leasing business. The company has rich construction experience and good equipment, has been in the forefront of the industry for many years, and has won the honor of National excellent construction enterprise and Ankang Cup competition demonstration unit. As the main force of power grid construction, the company has completed a number of major construction tasks, actively carried out innovative research, quality and technology leadership, and won a number of National excellent gold Awards and Luban Awards.

A power enterprises have four types of personnel: full migrant workers (regular employees), collective workers (after the reform, hired by the directly affiliated units), professional team employees (original labor dispatch, signed contracts with external companies, equal pay but different benefits) and differentiated employees (short-term or specific location work, signed project contracts). The company has 1069 employees, of which 130 are functional departments, 939 are branch companies, 180 have national construction engineer qualification, including 81 first-class construction engineers.

Although A power company has medium - and long-term human resource planning, its effectiveness is limited by complex processes, lack of flexibility and changes in the external environment. The organizational adjustment brought about by the restructuring also increased the planning pressure. Enterprises begin to adopt the new human resource management model, but it brings new challenges. Due to the nature of power enterprises, human resource planning needs to be implemented uniformly, resulting in the lack of recognition of the importance of planning in other departments and subordinate enterprises. The questionnaire survey shows that employees have insufficient understanding of human resource planning, low satisfaction and vague cognition of job responsibilities. The human resource management of A power enterprise is not recognized by most employees, and the lack of communication constitutes an obstacle to the development of the company. The recruitment and allocation of electric power enterprises is complicated, and the traditional personnel management mode coexists with the recruitment channels in the new era, which leads to the serious insider phenomenon and affects the inflow and scientific allocation of outstanding talents. A power enterprises have a single recruitment method, lack of flexibility, and lack of professional skills testing, which affects work efficiency and employee stability. The composition of employees is complex, and there are management risks such as ability, morality and law. The questionnaire survey shows that the recruitment system of enterprise A needs to be improved. More than half of the employees are satisfied with their career development, but 21% are still dissatisfied. A The Human Resources Department is responsible for the training management of the power company, including the training of new employees, regular training of all staff and short-term training of special groups. Most of the training methods are courses or meetings, which lack staff participation and enthusiasm. There's mentoring and going out to study. However, the survey shows that 65% of employees are not satisfied with the training arrangements, and 75% are not satisfied with the number and content of training. Employees want more training in professional skills and qualifications, as well as group activities to meet psychological and emotional needs. A power enterprise establishes a top-down performance management system, with a performance management committee to clarify its responsibilities, and a performance office under the Human Resources Department, which is responsible for the specific implementation and coordination with various departments to determine assessment indicators and objectives, and supervise and feedback performance. The subsidiary company has a performance appraisal management team.

A power enterprises should follow the following principles when constructing the human resource

management risk evaluation index system:

1) Combine comprehensiveness with importance to ensure that the index covers key risk points;

2) Combining essence and operability, the index should reflect the nature of risk and facilitate data collection;

3) Taking into account pertinence and universality, it is in line with the reality of A enterprise and has a certain universality. Based on this, a questionnaire containing 13 risk factors was designed, and 122 valid questionnaires were collected through 5-level Likert scale. The reliability test shows that the reliability coefficient of the questionnaire is 0.899, which is of high reliability quality and can be used for further analysis. Based on the test results of the reliability and validity of the questionnaire survey, the expression of the indicators is further optimized, so as to construct the index system of human resource management risk assessment in this paper, which consists of 6 first-level indicators and 12 second-level indicators.

Conclusion

This study first defines the concepts of human resource management risk and electric power enterprises, and analyzes the characteristics and risk types of human resource management in electric power enterprises. Then, it introduces the human resource situation of A power enterprise, and comprehensively understands the current situation and problems of its human resource management through interviews and questionnaires. On this basis, the risk points in six management links are extracted and the risk factor table is formed. Through questionnaire design, data collection and analysis, the risk evaluation index system including three levels, six first-level indicators and twelve second-level indicators is constructed. Ahp-entropy weight method is used to determine the index weight, and fuzzy comprehensive evaluation method is used to evaluate the human resource management risk of A power enterprise. The results show that salary management and performance management are the key links, the overall risk is low, and the risk of recruitment and allocation is the highest. Finally, according to the risk of each link, the corresponding prevention and control measures are put forward.

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