

Study on the Innovation of Human Resources Shared Service Model in the Context of Developing New Quality Productivity

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Abstract: Under the background of vigorously developing new quality productivity, innovation is more and more important for the development of enterprises, and the human resource sharing service mode is the innovation of traditional human resource management mode in the context of the digital era. This paper firstly discusses the importance of enterprise construction of human resource sharing service mode under the development situation of new quality productivity, and argues the complementary relationship between new quality productivity and enterprise human resource sharing service mode; secondly, it analyses the lack of awareness of human resource sharing service, the obsolete existing human resource management mode, the lack of technical professionals, and the lack of strategic function of traditional human resource department in the actual construction of enterprise human resource sharing service mode. Finally, based on the perspective of new quality productivity, it puts forward corresponding countermeasures and suggestions, aiming at accelerating the integration of science and technology and human resources and promoting the innovative transformation of the human resource management model while enterprises vigorously cultivate new quality productivity.

1. Overview of the New Quality Productivity and Human Resources Shared Service Model

1.1 New Quality Productivity

The new quality of productive forces is the innovation-led, out of the traditional mode of economic growth, productivity development path, with high-tech, high-performance, high-quality features, in line with the new development concept of advanced productivity qualitative state. The centre of gravity of the new quality productivity lies in science and technology leading, innovation driving and knowledge boosting, highlighting the core position of innovation in the process of productivity development^[1]. Innovation capability is the core element of new-quality productivity, and pulling quality improvement through innovation is a productivity that better reflects innovation development in the context of digitalisation. Innovation is not only embodied in technology, but

also in management, and there is a close relationship between the new quality productivity and the human resources sharing service model, which together promote the transformation and development of modern enterprises.

1.2 Human Resources Shared Service Model

HR Shared Service Model is a new human resource management model that integrates the content of human resource management and makes use of Internet technologies such as big platform and big connection to intensively manage^[2]. The HR Shared Service Model is also known as the "Troika" of HR management, specifically HR Shared Service Centre (HRSSC, Human Resources Shared Service Center), Human Resources Expertise (COE, Center of Expertise) and HR Business Partner (HRB). Expertise) and HRBP (Human Resources Business Partner), see Figure 1 below.

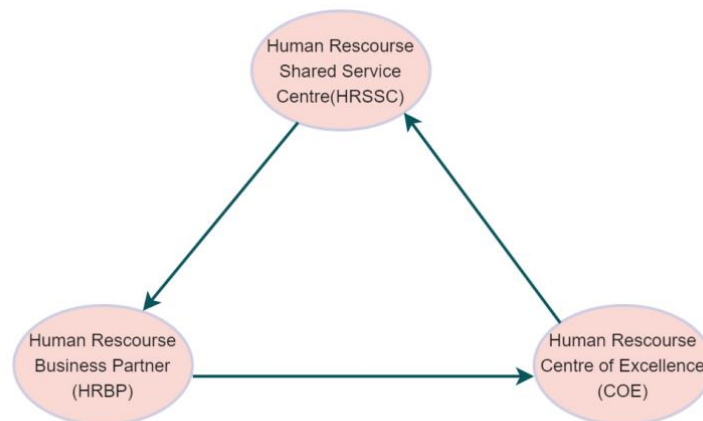


Figure 1: "Troika" of human resources management

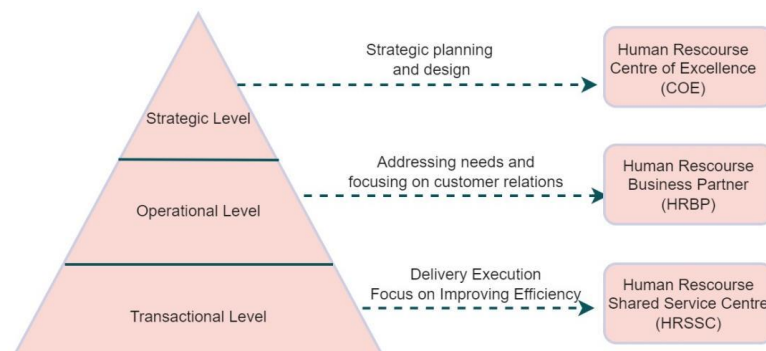


Figure 2: Interaction diagram of the human resources shared services model

HRSSC mainly focuses on process-oriented things, focuses on efficiency improvement and specification formulation, reduces repetitive and tedious work by scale, platform and internet, and liberates HR practitioners from redundant transactional work; COE coordinates the overall strategy of the enterprise, and is the programme designer of the enterprise's human resources planning, formulates human resources programmes and policies from the strategic level of the enterprise, and is the "strategic brain" of the three pillars of HRM shared service model. COE coordinates the overall strategy of the enterprise, is the programme designer of HR planning, formulates HR programmes and policies at the strategic level of the enterprise, and is the "strategic brain" of the

three pillars of the HRM shared service model, which is generally composed of HR specialists, HR managers and HR consultants of the enterprise. HRBP infiltrates human resources into the business departments from the business direction, focuses on customer relationship management, draws closer the relationship between human resources management and business, and plays a strategic function of HRM. Resource management strategic function, the relationship between the three is shown in Figure 2.

1.3 Relationship between New Quality Productivity and the Human Resources Shared Services Model

New quality productivity and human resources management are closely related and complementary. The development of new quality productivity needs high-quality labour force as support, and high-quality talent recruitment and training for the sustainable development of new quality productivity to provide impetus and guarantee^[3], on the one hand, in the face of a large number of high technology content, high human resources value-added jobs, need to be more in line with the characteristics of the new quality productivity of the human resources management system, this management mode directly determines the introduction of talent and the quality of training^[4]. On the other hand, with the cultivation and development of new quality productivity, it drives the continuous progress of enterprises, brings new technology and methods for human resource management, and gives human resource management the colour of "innovation".

2. The Need for Innovation in Human Resources Shared Service Models in the Context of New Quality Productivity

Under the guidance of the concept of human resources shared services, enterprises firstly need to change the original management mode, take technology as the lead, carry out innovation in form and content, and bring into play the outstanding advantages of the human resources shared services model; secondly, the enterprise's innovative human resources management model can improve the efficiency of human resources management, through the standardisation and unification of the workflow, effectively saving management time and costs, enterprises can more efficiently complete the work related to human resources management; at the same time, enterprises can provide more efficient and convenient services by building a digital management platform to improve the digital literacy of human resources managers. At the same time, enterprises can provide more efficient and convenient services by building a digital management platform and improving the digital intelligence of human resource managers^[5]. Finally, enterprises need to change the cognition of human resource management personnel and realise that human resource management has a strategic supporting role.

3. Problems with the Human Resources Management Model in Enterprises

3.1 Lack of Awareness of Human Resources Shared Services

In the context of the Internet era, the sharing economy has become a new economic model for rapid development, and the human resources sharing service model as a new human resource management model can achieve the precise docking of enterprises and employees, enterprises and customers, and promote the development and progress of human resource management^[6]. Although well-known enterprises in China have begun to implement the human resource sharing service model, most enterprises, especially small and medium-sized enterprises, still use the traditional human resource management model. Most enterprises have adapted to the characteristics of the

traditional human resource management model, and most managers are still based on the traditional concept in the face of the distributed shared service model. It is difficult to change the management mode of human resources from the Angle of ideology.

3.2 Existing HRM Models Outdated

The traditional human resource management model often has cumbersome processes and procedures, including recruitment, training, performance evaluation, welfare management, etc. These processes require a lot of time and effort, taking up a lot of the work time of the human resources department, thus slowing down the speed of information processing, reducing the accuracy of the data, and affecting the efficiency of the enterprise's services, etc.; at the same time, the unclear division of responsibilities of all employees leads to the existence of business crossover between each other, and failure to perform their respective duties leads to duplication of work, resulting in the depletion of human resources value. At the same time, the unclear division of duties of all employees leads to business crossover between them, and failure to perform their respective duties leads to duplication of work, resulting in the depletion of the value of human resources and other phenomena, while the human resources shared service model through the intensive, professional and efficient management means, relying on automation and digital platform support, so as to be able to effectively improve the inefficiency of the human resources management services, and to enhance the timeliness and accuracy of the human resources management model.

3.3 Lack of Skilled Professionals

The development of the HR shared service model involves a number of fields, including human resource management, technology development, data analysis, etc., and requires interdisciplinary professional knowledge and skills, which requires enterprises to be able to find innovative talents adapted to the HR shared service model^[7]. At present, there are not many talents for this aspect, the lack of digital skills of specialised talents will lead to incompetence in the transformation of the HR shared service model, while the lack of systematic understanding of HR professional knowledge of technical talents, which to a certain extent restricts the construction of the HR shared service centre.

4. Innovative Paths for Human Resources Shared Service Models Fuelled by New Quality Productivity

Driven by the innovation of the new quality productivity, the enterprise human resource management model is gradually transforming, and only the human resource management model can constantly innovate and develop, in order to drive the efficient operation of enterprises, and then promote the development of society as a whole. The innovation of human resources shared service model is to integrate science and technology and human resources to promote the coordinated development of enterprises, and then achieve a high degree of unity of enterprise goals. In the context of the development of the new quality of productivity, it has a positive impact on the change of the enterprise human resources management model, as shown in Figure 3:

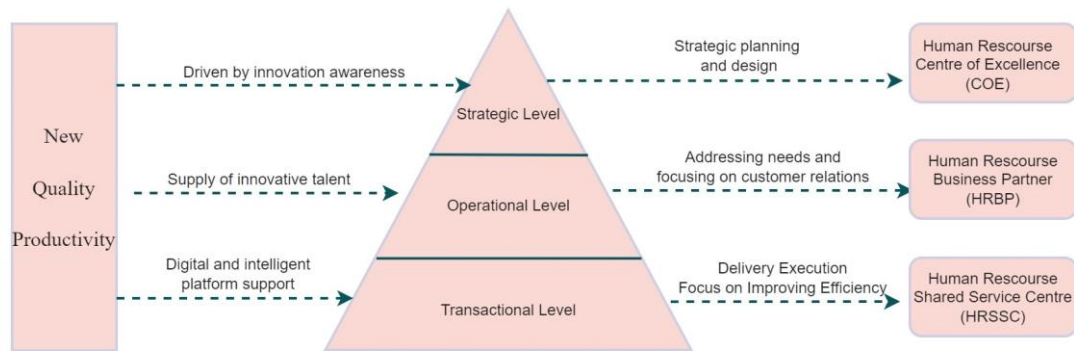


Figure 3: Path of innovation in the human resources shared service model fuelled by new quality productivity

4.1 Enhanced Awareness of Innovation in Human Resources Management

Under the background of enterprises vigorously developing new quality productivity, the human resource management mode should also keep pace with the times, with the goal of optimising enterprise structure, improving management efficiency, promoting strategic achievement, and accelerating enterprises to promote the high-quality development of enterprises with new quality productivity^[8]. Enterprises need to take into account their own situation to vigorously develop new quality productivity, through technological innovation, management innovation to drive the sustainable development of enterprises. Through the development of digital, intelligent, data-driven and sharing economy models, new quality productivity can accelerate the transformation and innovation of the human resources sharing service model, inject the spirit of innovation into the enterprise, cultivate the enterprise's awareness of human resources management innovation, enhance the ability to innovate, and provide more choices and opportunities for enterprises and individuals to promote the modernisation and upgrading of human resources management.

4.2 Increased Efficiency in the Management of the Human Resources Shared Services Model

In the context of vigorously fostering the construction of new quality productivity, enterprises can establish standardised work processes and norms through digital platforms, and make use of automation and digital tools, such as human resources information systems, recruitment management systems and payroll management software, which can accelerate process processing and information transfer, reduce the cost and workload of human resources management and improve the efficiency of services. Meanwhile, sharing resources and services in co-operation with external service providers can improve the flexibility and efficiency of services. External service providers may have richer resources and more specialised skills and can provide higher quality and more cost-effective services to enterprises^[9].

4.3 Strengthening the Training of Innovative Personnel

Vigorous development of new productive forces ultimately requires innovative technical personnel, and the change and innovation of the human resources sharing service model even more needs to be promoted and implemented by specialised personnel with an innovative spirit. Enterprises can establish cooperative relationships with universities, research institutions and industry organisations to obtain professional talents and resources, which can provide enterprises with talent training, technical support, market information and other assistance. Finally, enterprises

can provide competitive remuneration and benefits, good career development space and challenging work programmes to attract and retain professional talents.

5. Conclusion

Under the situation of vigorously developing the new quality of productivity, enterprises should actively seek human resources sharing service mode innovation and development, in human resources management should be in line with the wave of the times, according to the actual situation of the enterprise's own innovative human resources sharing service mode. Under the influence of the quality of new productivity, enterprises recognize the spirit of innovation, actively seek change, and accelerate the transformation and innovation of human resource sharing service model. Through the technological innovation brought by the new quality productivity, the enterprise builds the human resource sharing service platform and realizes the human resource sharing service platform. Enterprises cultivate technological innovation talents, deeply integrate science and technology with human resources, and improve the efficiency of human resources management. Enterprises give play to the characteristic management mode of human resource sharing service, highlight the strategy of human resource experts, and cultivate human resource experts. Characteristics of management mode, highlighting the strategic function of human resource experts, enhance the strategic position of human resource management, solve the problem of backward and inefficient human resource management mode of enterprises, actively promote the innovation and reform of human resource management mode, and accelerate the innovation and transformation of human resource sharing service mode under the background of new quality productivity.

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