

Reflections on Human Resource Planning Based on Corporate Strategic Management Perspectives

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Abstract: In the rapidly evolving market environment of today, enterprises confront challenges and opportunities of an unprecedented nature. Enterprise strategic management, as an essential instrument guiding the long-term developmental trajectory of a corporation, is profoundly interconnected with human resource planning. Effective strategic management necessitates seamless integration with robust human resource planning, ensuring that the latter supports and propels the attainment of corporate strategic objectives. Nonetheless, many enterprises exhibit shortcomings in the synergy between these two domains, leading to improper resource allocation and inefficiencies. This article delves into the profound interconnections between enterprise strategic management and human resource planning, commencing from theoretical foundations, analyzing the practical issues enterprises currently face, and proposing a series of optimization strategies. By cultivating a strategic human resource planning mindset, constructing goal frameworks, refining processes, and enhancing dynamic adjustments, enterprises can better navigate external environmental shifts, augmenting their competitive prowess and sustainability. The aim is to offer valuable insights to enterprise managers, and to provide guidance in constructing a more cohesive pathway for the integration of strategy and human resources.

1. Introduction

In the context of globalization and the proliferation of information technology, enterprises are undergoing unprecedented transformations and facing challenges fraught with uncertainty. In response to these changes, strategic management has emerged as a vital approach for organizations to secure a competitive advantage. Nevertheless, even the most astute strategy, without the effective support of human resources, struggles to realize its inherent potential. As a central element of strategic management, human resource planning is crucial for enhancing an organization's execution capabilities and market responsiveness. Traditional human resource planning typically focuses on workforce allocation and recruitment, often neglecting to integrate the enterprise's long-term strategy into a cohesive framework. This disconnection frequently leads to a shortfall in execution capacity during the journey to achieve strategic goals. Astute human resource planning not only addresses immediate requirements but also necessitates a forward-looking approach to anticipate future development trends while remaining aligned with the organization's strategic

objectives. In light of this, the article will thoroughly analyze the interrelationship between enterprise strategic management and human resource planning, aiming to provide robust support for the implementation of corporate strategy through the synergy of theory and practice, thus achieving optimal resource allocation and utilization.

2. Theoretical Foundations of Enterprise Strategic Management and Human Resource Planning

2.1. Enterprise strategic management theory

The theoretical framework of enterprise strategic management plays an indispensable role within engineering cost consulting firms, serving not only as a compass for long-term development planning but also as the core determinant of resource allocation and market competition strategies. An effective strategic management framework aids enterprises in maintaining competitiveness and adaptability in the ever-changing market landscape. Strategic management typically encompasses processes such as goal setting, environmental analysis, strategic selection, and execution. It is a dynamic process that requires enterprises to continuously monitor shifts in both internal and external environments. Within this domain, classic theories such as Porter's Competitive Theory and Ansoff's Growth Matrix offer profound insights. Porter's "Five Forces Model" assists enterprises in assessing the competitive structure of an industry, thereby crafting strategies that align with the competitive environment. This model elucidates key factors such as the bargaining power of suppliers and customers, the threat of new entrants, the threat of substitutes, and the intensity of competition among existing industry players. Ansoff's matrix, on the other hand, provides clear options for business expansion, allowing enterprises to grow more systematically through market penetration, market development, product development, and diversification strategies. When applying strategic management, engineering cost consulting firms must often integrate their industry-specific characteristics with market conditions. Given the lengthy project cycles and the variable nature of client demands, these firms must emphasize flexibility to adjust strategies promptly. For such enterprises, keeping abreast of competitors' movements, policy changes across different sectors, and technological trends is paramount. Strategic management is not merely about planning; it is also about execution and feedback. Enterprises must consistently evaluate the current state of strategic implementation and adjust plans based on the latest information, ensuring the realization of objectives and the most efficient allocation of resources [1].

2.2. Human resource planning theory

The theory of human resource planning holds significant importance in engineering cost consulting firms, as it directly pertains to the ability of these enterprises to acquire and maintain core competitiveness amidst fierce market rivalry. The crux of human resource planning lies in the precise forecasting and effective allocation of the talent resources required by the organization to support the realization of long-term strategic objectives. This necessitates not only a profound understanding of future business demands and market conditions but also an accurate assessment of the existing human resources. A scientifically sound and rational approach to human resource planning encompasses demand forecasting, supply analysis, gap assessment, and corresponding strategy formulation. For engineering cost consulting firms, the volatility of market demand and the uniqueness of projects necessitate a heightened degree of flexibility and adaptability in human resources. Organizations must swiftly adjust and train personnel in response to the ever-evolving project requirements in the marketplace to ensure the smooth progression and high-quality completion of projects. Furthermore, the rapid advancement of technology and the introduction of

new tools have made continuous learning and skill enhancement for employees increasingly vital. Thus, when engaging in human resource planning, it is imperative to focus not merely on the numerical alignment of personnel but also on the augmentation of employee skills and the enhancement of job adaptability. In addition to cultivating and developing talent from within, companies must also leverage external recruitment strategies to timely integrate visionary and innovative professionals from the industry. Implementing effective performance evaluation and incentive mechanisms is essential to ensure that employee value remains consistently aligned with corporate objectives. Through these measures, human resource planning can genuinely propel the strategic development of the enterprise, creating a driving force that keeps engineering cost consulting firms resilient in the competitive market landscape.

3. Analysis of the Current Situation of Human Resource Planning Based on the Enterprise Strategic Management Level

3.1. Analysis of the current situation of enterprise strategic management

In the current market context, the strategic management landscape of engineering cost consulting enterprises exhibits a diverse array of characteristics, yet faces numerous challenges. Increasingly, enterprises are recognizing the paramount importance of strategic management for their sustainable development, actively exploring strategic orientations and developmental pathways tailored to their unique circumstances. Many enterprises are endeavoring to harmonize technological innovation, human resource optimization, and market expansion, leveraging integrated resources to enhance their competitive edge. However, a significant number of enterprises grapple with the disconnect between strategic planning and execution, resulting in the inability to actualize many promising strategic initiatives. The rapid shifts in the market environment necessitate that enterprises possess sufficient foresight and agility in crafting their strategies to navigate uncertainties and risks. This involves a keen grasp of policy alterations, industry trends, and customer demands, ensuring that corporate strategies remain in sync with the zeitgeist. Nevertheless, in practice, some enterprises exhibit a strategic management approach that gravitates towards short-term gains, neglecting long-term developmental planning, which, to a certain extent, undermines the sustained competitive advantage of the enterprise. Given the industry's particularities, the strategic management of engineering cost consulting enterprises must also account for the protracted project cycles and the intricate, ever-changing client needs. This necessitates that enterprises thoroughly consider the life cycle of projects when formulating strategies, devising comprehensive response plans from initial concept to implementation and monitoring. Strengthening both internal and external communication and coordination is essential to ensure the attainment of strategic objectives [2]. Moreover, strategic management within enterprises must emphasize the cultivation of strategic awareness among employees, fostering an environment wherein every employee can embody strategic directives in their work, thereby engendering a wholesome atmosphere of collective engagement.

3.2. Analysis of the current situation of human resources planning

The current state of human resource planning in construction cost consulting enterprises in the modern market is characterized by a wide disparity. While numerous enterprises have recognized the critical importance of human resource strategies for overall business development, they still face numerous challenges in concrete implementation. The market's insatiable demand for highly qualified professionals, coupled with the rapid technological changes that necessitate continuous knowledge refreshment and skill enhancement, imposes significant pressure on many enterprises in recruitment and talent cultivation. Although some enterprises have established frameworks for

talent pipeline construction, their execution is often lacking in actual data analysis and strategic support, leading to a disconnect between plans and reality. Effective human resource planning requires not only focused efforts on recruitment and training but also holistic consideration in areas such as personnel allocation, performance management, and talent retention. Data indicates that the majority of enterprises invest insufficiently in employee satisfaction and career development opportunities, a crucial factor constraining long-term talent retention. Table 1 illustrates the specific status and challenges in human resource planning of 100 construction cost consulting enterprises, with data sourced from an industry research report.

Table 1: The specific status of a 100 engineering cost consulting firms in human resource planning

| Program Categories | Number of enterprises (%) | Satisfaction Improvement Targets | Recruitment cycle (month) | Training Investment (per capita/year) | Average annual turnover rate (%) |
|---|---------------------------|----------------------------------|---------------------------|---------------------------------------|----------------------------------|
| Efficient Recruitment Strategies | 40% | 10% | 3 | 1000 | 8 |
| Staffing Optimization | 55% | 15% | 2.5 | 850 | 6.5 |
| Performance Management System Improvement | 50% | 12% | 4 | 1200 | 7 |
| Training and Development Opportunities | 45% | 18% | 3.2 | 900 | 5.5 |
| Enhancing Employee Satisfaction | 35% | 20% | 3.5 | 1100 | 9 |

From the table, it is evident that approximately 40% of enterprises employ efficient strategies in their recruitment processes; however, the hiring cycle for high-caliber talents remains protracted, often stretching several months. Although there are indications of increased investment in employee training, this effort is insufficient to significantly enhance employee satisfaction or reduce turnover rates on a broad scale. The human resources department requires more finely tuned planning and execution, particularly in reinforcing performance management and optimizing career development paths.

3.3. Analysis of the matching degree between enterprise strategic management and human resource planning

In the context of engineering cost consulting firms, the alignment between corporate strategic management and human resource planning is directly correlated with the firm's ability to remain invincible in a fiercely competitive market. Many enterprises place a significant emphasis on strategic management, yet they often neglect the corresponding human resource planning, leading to frequent discordances between the two that frequently render the corporate development strategies mere paper plans, difficult to implement effectively. The primary reason for this lack of alignment lies in the failure of numerous enterprises to adequately consider the existing human resource status, such as the skill levels of employees, team structures, and future talent needs, when formulating their strategies. For enterprises, the ideal human resource planning should precisely align with corporate strategic objectives across all aspects—recruitment, training, performance evaluation, and employee development. In the backdrop of rapidly evolving industries, enterprises need a more agile and forward-looking human resource strategy to match their overall business planning.

Unfortunately, data indicates that a considerable number of enterprises still do not invest sufficient effort and resources in this area, often resulting in significant gaps between strategic objectives and the current state of human resources [3]. Enterprises with high alignment are typically those that incorporate human resource considerations into the early stages of strategic formulation, treating talent as the core element of strategic implementation. These enterprises actively employ means such as internal training, external recruitment, and global talent deployment to swiftly assemble a high-quality team capable of supporting strategic objectives. This approach not only achieves short-term goals but also lays a solid foundation for long-term development. To enhance the alignment between corporate strategic management and human resource planning, enterprise managers must place greater emphasis on the role of talent in strategic planning, strengthen cross-departmental collaboration, and establish dynamic talent evaluation systems to better respond to market changes and corporate strategic adjustments.

4. Optimization Strategy of Human Resource Planning Based on Enterprise Strategic Management Level

4.1. The concept of establishing strategic human resources planning

To enhance the competitiveness of engineering cost consultation enterprises in human resources management, it is imperative to establish a strategic human resource planning philosophy. This goes beyond merely regarding human resources as a department supporting administrative affairs, elevating it to the core of corporate strategy. When pursuing long-term development and expanding market share, enterprises must recognize that talent is the key to achieving these objectives. The first step in implementing this philosophy is to shift the mindset. Enterprises need to perceive human resource planning as a dynamic process, continuously reflecting and supporting the company's strategic goals. With market environments evolving rapidly, enterprises should adopt flexible human resource policies, maintaining a keen awareness of market conditions. This enables swift adjustments in internal talent allocation when facing transformation or expansion strategies. Moreover, enhancing communication between the human resources department and various business units is crucial, fostering an understanding of business needs and ensuring that human resources strategies are effectively implemented, thereby creating tangible value for the enterprise. For management, it is essential to incorporate strategic human resource planning into corporate culture. This means fully considering talent factors in all management decisions, encompassing employee development, career planning, and predictions of future talent needs. Managers should encourage all levels of employees to participate in strategic planning discussions, fostering a sense of ownership and innovation through jointly developed talent development plans. In essence, embracing a strategic human resource planning philosophy involves more than adjusting certain policies or procedures; it redefines the enterprise's perception of employees and their potential. This shift elevates human resource management to a new level, positioning it as a critical support function in the overall corporate strategy, thereby promoting long-term success.

4.2. The system of human resources planning objectives based on corporate strategic goals

In engineering cost consulting enterprises, constructing a human resource planning objective system based on the company's strategic goals is a challenging yet imperative endeavor. Such a system should ensure that human resource strategies accurately align with the company's strategic objectives, thereby laying a solid foundation for the company's long-term development. A well-crafted objective system not only needs to consider the company's current business requirements but also needs to proactively plan future talent structures to address the ever-evolving

market environment. The crux of building this objective system lies in transforming strategic goals into actionable human resource metrics. This includes aspects such as personnel recruitment, training and development, performance management, and employee retention. For different levels of employees, the company may need to formulate distinct objectives to ensure that the development directions of various departments and individual employees remain aligned with the company's overall strategy. By quantifying these objectives, the company can more effectively evaluate the efficacy of its human resource management strategies [4]. Table 2 presents an example of a human resource planning objective system based on strategic goals:

Table 2: System of human resources planning objectives based on strategic objectives

| Strategic Objectives | Human resources objectives | KSI (Key Success Indicators) | Timeframe | Responsible Department | Resource requirements |
|------------------------------------|--|--|-----------|-------------------------------------|-----------------------------|
| Increase market share | Improve recruitment efficiency | Recruitment cycle reduced to 2 months | 12 months | Human Resources Department | Recruitment budget increase |
| Enhance technological capabilities | Conduct specialized technical training | 20 hours of training/employee per year | 6 months | Training and Development Department | Outside Faculty Hiring |
| Maintain employee satisfaction | Increase employee benefits | Employee satisfaction increased by 10% | 12 months | Administration Department | Benefits Budget Adjustment |
| Reduce employee turnover | Enhance internal promotion opportunities | Annual turnover rate reduced to less than 5% | 12 months | Human Resources Department | Position Rotation Mechanism |

As illustrated in Table 2, each department can establish a clear direction for its work through specific Key Success Indicators (KSI) and well-defined timeframes. This systematic approach not only facilitates the achievement of short-term goals but also lays a robust foundation of talent for the company's long-term strategy. During the implementation phase, the responsible departments must effectively coordinate and utilize the necessary resources to ensure the seamless attainment of planned objectives. For corporate leaders, the crux lies in the regular assessment and adjustment of human resource targets, aligning them with the overall company strategy. Through this precise alignment and diligent execution, human resources evolve from merely a supportive function to a pivotal force driving corporate strategy.

4.3. The optimization of the human resources planning process

In modern engineering cost consulting enterprises, optimizing the human resources planning process is not merely about enhancing efficiency; it is also about fortifying the enterprise's adaptability and competitive edge within the industry. The optimization of human resources planning necessitates a close alignment with the strategic direction of the enterprise, ensuring that talent management effectively supports long-term development. A data-driven decision-making framework lies at the heart of this optimization process. By conducting in-depth analyses of human resources data, such as recruitment cycles, employee satisfaction, and training effectiveness, enterprises can gain a more precise understanding and forecast of their human resources needs. This data-backed analysis not only furnishes a basis for decision-making but also, to some extent,

forewarns potential issues, enabling a more forward-looking approach to human resources planning. Strengthening collaboration across different departments is also crucial. The human resources department cannot operate in isolation; it needs to maintain close ties with other business units. By establishing an information-sharing platform, departments can promptly report changes in labor demand, ensuring that the planning devised by the human resources department is more attuned to actual needs. The introduction of modern management tools represents a significant step in optimizing the process. Automation systems and tools not only reduce administrative workloads but also enhance the overall transparency and traceability of the process. For instance, from automated recruitment systems to full life-cycle employee management systems, all contribute to improving the efficiency and accuracy of human resources management. Through these strategies and measures, enterprises can significantly optimize their human resources management processes, thereby achieving a high level of alignment between human resources and corporate strategy. This process not only elevates operational efficiency but also ensures the growth and satisfaction of employees, propelling the enterprise forward steadily in a highly competitive market [5].

4.4. Enhancing the dynamic adjustment of human resources planning

The market landscape and corporate strategies are in a constant state of flux, necessitating a certain degree of flexibility in human resource planning to adapt to the myriad changes both internally and externally. An effective dynamic adjustment mechanism compels enterprises to swiftly identify alterations and promptly reevaluate their human resource strategic layouts, thereby ensuring advantageous positioning amidst environmental shifts. The crux lies in establishing an agile feedback system. This system should vigilantly monitor market trends, industrial changes, as well as the actual configuration of internal personnel, in real-time. Utilizing contemporary data analytics tools and technologies, enterprises can transform convoluted market data into actionable directives. For instance, by employing data mining techniques to assess the alignment of employee performance with market demands, enterprises can expeditiously revise recruitment and training plans when the demand for talent in specific domains surges. This dynamic adjustment must also thoroughly consider the flexibility of individual employee development plans. Each employee's career growth requirements are distinct, and enterprises need to modify their roles and training content based on individual skills and interests, fostering enhanced motivation and loyalty among employees. This not only benefits personal career development but also aligns overall team performance with corporate strategy. To effectively implement dynamic adjustment, human resource managers should integrate into every facet of corporate strategic planning. This integration ensures timely awareness of strategic shifts and anticipates required personnel allocations and skill development plans. Regular strategic meetings, workshops, and cross-departmental discussions are imperative, allowing managers at all levels to exchange insights and feedback, cultivating a decision-making mechanism that rapidly responds. Through such proactive and flexible planning methods, engineering cost consultancy firms can persistently maintain competitiveness in rapidly evolving market contexts. The dynamic adjustment of human resource planning is not merely a reactive measure to change but an active opportunity-seizing endeavor, ensuring that each human resource decision maximally supports corporate strategic objectives.

5. Conclusion

The synchronization of corporate strategic management and human resources planning is akin to the two sides of a coin, mutually reinforcing each other only when they advance in tandem. In an era of rapidly changing internal and external environments, elevating human resources planning to a strategic level is an inevitable choice for the sustainable development of enterprises. The article

underscores that establishing a strategic human resources planning concept is a prerequisite for optimizing resource allocation within the enterprise. Through the construction of goal systems, the refinement of management processes, and the establishment of dynamic adjustment mechanisms, enterprises can maintain competitiveness and adaptability in a volatile market. The future of enterprises demands not only the agility to respond to short-term market fluctuations but also the resilience and flexibility to achieve long-term strategic objectives. Effective implementation of human resources planning helps to maximize the value of the human capital within the enterprise, propelling it to achieve sustainable development in a dynamic business environment. Through these reflections, it is hoped that new insights and perspectives can be provided to enterprises in integrating strategic management and human resources planning.

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