

Management and communication contribute to the innovative development of human resource management

—— engages employees through management communication

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Abstract. In modern enterprise management, the role of human resources can not be ignored, and the good job of human resource management has a positive role in improving the enthusiasm of employees. This paper first expounds the development situation of enterprise human resources management, then analyzes the problems existing in enterprise human resources management, and finally proposes to improve the level of enterprise through effective management communication, fully mobilize the enthusiasm of employees to participate in work. Combined with the actual situation of enterprise development, this paper puts forward an effective strategy to optimize enterprise human resource management, aiming to provide constructive suggestions for the innovation and development of human resource management of enterprises, help enterprises to give full play to the positive role of human resources, and provide a strong guarantee for the long-term development of enterprises.

Keywords: human resource management, management and communication, staff enthusiasm, innovation and development.

1. Development status of enterprise human resource management

Human resource management is a very important content in the operation process of an enterprise. Human resource management should not be simply personnel recruitment, or a simple work performance assessment of employees, but a set of complex management mechanism. [1] Giving full play to the role of human resource management can enhance the enthusiasm of employees in the work, so that employees can achieve the ultimate goal of the enterprise at work, [1] Improve the market competitiveness of enterprises. Previous scholars' research on human resource management has put forward strategic HRM HRM, investment HRM, high commitment HRM, participatory HRM and high-performance work system. AMO theory and resource basic theory believe that enterprises should improve employees' work ability and performance through training, performance appraisal, employee participation and other practices. [2] Existing studies generally ignore the demands of employees' own interests and lack the exploration of employees' subjective wishes. In the actual operation, there are many problems in the human resource management work of many enterprises, and the initiative and enthusiasm of employees have not been well mobilized, which affects the operation and development of enterprises to a large extent. [4] Therefore, it is essential for enterprises to study the innovative management of human resources. This paper combined with the actual situation of the enterprise, the management communication into human resource management, through effective communication with employees to understand the real demands of employees, combined with the interests of employees to carry out management work, so as to better stimulate the ambition and work enthusiasm of employees.

2. Problems existing in the human resource management of enterprises

In the actual operation, there are many problems in the implementation of human resource management in enterprises. The existing human resource management does not play a promoting role

in improving the enthusiasm of employees, which is not conducive to the business development of enterprises. Specific problems are reflected in the following five aspects.

2.1. Enterprises lack of understanding of employees

Many enterprises can recognize the importance of human resource management, but in practice, enterprises pay more attention to production,[5] Few enterprises can invest a lot of energy in human resource management, and there is a widespread phenomenon of insufficient investment in human resource management. Managers are unwilling to take the initiative to communicate with employees, ignore the understanding of employees 'real ideas, and are unable to find out what aspects of employees' dissatisfaction, and it is difficult to find the negative factors affecting the enthusiasm of employees. The lack of understanding of employees leads to managers cannot effectively play the positive role of human resources, which is not conducive to the long-term development of enterprises.

2.2. Lack of attention to employees' demands

Enterprises rarely focus on the internal expectations and demands of employees, and more tend to urge employees to improve their work initiative and enthusiasm through external forces such as employee training and performance appraisal, and ignore whether employees form internal motivation. Employees' demands are not met for a long time, and their dissatisfaction with managers is accumulated in the work for a long time, the difficulty of communication with managers increases, and the enthusiasm of employees is difficult to be mobilized, which largely affects the play of the effect of human resource management.

2.3. Lack of employee management system suitable for the enterprise itself

In the process of actual management of enterprises, managers lack of understanding of employees and are used to directly imitating or copying the talent management system of other enterprises [4] And cannot well solve the problems facing the enterprise itself. This reflects that the enterprise does not consider its own actual situation well, and lacks a set of human resource management system suitable for the enterprise itself, leading to the existing talent management methods do not conform to the specific situation of the enterprise, which reduces the human resource management efficiency of the enterprise to a certain extent.[3]

2.4. Lack of a brand-new employee management concept

Nowadays, more and more enterprises have improved the degree of refinement and humanization on the basis of the traditional human resource management mode, but still some enterprises still use the traditional extensive management concept, focus on the coordination and stability of enterprise development, ignoring the differences and uniqueness of individual employees, [4] Employees can not feel the "special care" from the enterprise, lack of a sense of belonging and centripetal force to the enterprise, employees' work enthusiasm is not high, it is difficult to ensure the quality of work. The lack of innovation in management concept affects the utility of enterprise human resources to some extent. Therefore, realizing the innovative development of human resource management mode is an urgent problem to be solved by enterprises.

2.5. Lack of a reasonable employee incentive system

Enterprises lack a scientific and reasonable employee incentive system, so it is difficult to effectively stimulate the enthusiasm of employees.[4] Managers lack of communication with employees, no employees dig deeper, unable to formulate the corresponding incentives, not targeted to improve the enthusiasm of employees, is not conducive to the employee cohesion and centripetal force, lead to some enterprise brain drain, is not conducive to the construction and development of the enterprise.[4]

3. Impact of management communication on enterprise human resource management level

The essence of management communication is the information transmission between people. Managers can obtain information about employees' internal demands through communication with employees. Management communication is at the core of daily management,^[6]It is a management mode that managers should pay attention to. Good management communication is of great significance for enterprises to better conduct human resource management and fully mobilize the enthusiasm of employees.

3.1. Management communication can strengthen managers' understanding of employees

There are natural barriers between leaders and subordinates, and it is inevitable to encounter many problems caused by class reasons in their management work. The lack of daily communication between managers and employees is a common phenomenon in enterprises. The mismatch of status leads to employees to think that there is a sense of distance between themselves and managers, and they are unwilling to actively communicate upward, while managers lack the awareness of active downward communication, which makes managers cannot understand employees from communication. Strengthening the communication between managers and employees can cultivate the intimate relationship between subordinates and superiors, increase the understanding of employees in the communication, and reduce their resistance to managers, which is conducive to the development of daily work.

3.2. Management communication can tap into the internal demands of employees

Poor information between managers and employees is widespread in enterprises. Managers do not pay enough attention to the internal expectations and demands of employees, lack of communication with employees, and the real needs of employees have nowhere to be expressed. Friendly and active communication makes employees willing to express their demands. Managers can explore the real ideas of employees, solve the problem of unequal information between superiors and subordinates in the enterprise, and then take targeted measures according to the demands of employees to effectively improve the enthusiasm of employees.

3.3. Management communication can help enterprises to develop an appropriate employee management system

Through communication with employees, managers can increase their understanding of employees and explore their internal expectations and demands. According to the information understood, managers can develop reasonable ways to stimulate the initiative and enthusiasm of employees. The actual situation of different enterprises is different. Understanding the specific situation of internal employees is conducive to the enterprise to develop management methods suitable for the enterprise itself, that is, "to the root causes, system autonomy", which can effectively play the human resources advantages of the enterprise and improve the human resource management efficiency of enterprises.

3.4. Management communication can innovate employee management concepts

As employees show more and more distinct personalities in their daily work, the traditional "one size fits all" simple and rough management is no longer applicable to modern enterprises. Management communication provides a way for enterprises to find this problem. Managers who strengthen the communication with employees can find the problems existing in the traditional employee management mode of enterprises, and can keenly realize the differences and uniqueness of individual employees,^[4] And in the communication to understand where the employees are dissatisfied. Enterprises realize the importance of management innovation, and then develop innovative management methods that pay attention to the personalized needs of employees, eliminate

their dissatisfaction as far as possible, mobilize the enthusiasm of employees, and improve the work quality of employees.

3.5. Effective employee incentive system can be developed through management and communication

Managers know what employees think. Only by communicating with employees and understanding the real expectations and demands of employees, can the management formulate corresponding incentive measures according to the most urgent needs of employees, and "apply the right medicine". Combined with the vital interests of employees to mobilize the internal power of employees, naturally improve the enthusiasm of employees, so that employees form a cohesion and centripetal force to the enterprise, so as to retain more talents, better play the positive role of human resources, to provide a guarantee for the stable development of the enterprise.

4. Countermeasures for human resource management

4.1. Train managers to enhance the awareness of communication with employees

Managers of good enterprises must recognize that management functions cannot be separated from management communication, [6] Effective management and communication can timely find out employees 'demands, and take targeted measures to improve employees' enthusiasm, so that employees can better complete their work. Managers are not willing to communicate with employees often because they do not realize the importance of communication. Therefore, enterprises should strengthen the training of managers, emphasize the importance of management communication, enhance managers 'awareness of active communication with employees, and timely find out the problems existing in employees' enthusiasm for work.

4.2. Establish a special management and communication department

Enterprises need to formulate a clear communication system, and set up a special management and communication department to ensure the long-term implementation of the communication system. Only by using the system to ensure the implementation of practice, can managers and employees realize the necessity of communication and adhere to the implementation. The management communication department can regularly carry out regular two-way communication training for managers and employees to improve the communication awareness of both managers and employees, provide fixed communication channels for managers and employees, and allow managers and employees to master correct and effective communication methods to avoid the problems of low communication efficiency. Management communication department supervise communication between managers and employees, find the problems existing in the communication, find the information contradiction between management and employees, can better coordinate relations, resolve contradictions, reduce the communication of employees to talk to, as far as possible to solve the problem of lower work enthusiasm.

4.3. Build an online communication and evaluation system

Give full play to the role of big data management, build an online communication and evaluation system, and transparent communication can be conducted between various departments, leaders and employees, employees, and leaders and leaders in the enterprise. System will be the content of each communication, communication time, communication frequency, communication after the data to solve problems, input system, the use of communication evaluation system to quickly analyze and evaluate the effect of the communication, the effect of bad communication system analyzed in detail, find out the problem and improve, good communication system can retain development. The evaluation system sets up the evaluation link, which requires both sides to evaluate and follow-up the current communication every time, which is conducive to grasping whether the employees' problems

are solved and solved at any time, and ensuring the integrity of communication. System will be classified according to the problem type of enterprise communication case, to take different solutions of similar case solution time, subsequent evaluation, solve investment data comparison, big data analysis to find out the relative optimization of communication scheme, the relative optimization of communication scheme as a successful case training managers and employees, improve the efficiency and effectiveness of communication, constantly optimize the evaluation system.

5. Conclusion and outlook

5.1. Study Conclusion

To sum up, human resource management is very important for the development of enterprises. If enterprises need to achieve long-term development, they need to constantly effectively optimize human resources.[1] The study found that the enterprise lack of understanding of employees in the actual operation, do not pay attention to the demands of employees, lack of new, suitable for the enterprise itself, so it cannot well stimulate the initiative and enthusiasm of employees, is not conducive to the long-term development of the enterprise. This paper believes that management communication can positively affect the human resource management level of enterprises. Through management communication, it can strengthen managers' understanding of employees, explore the internal demands of employees, help enterprises to formulate appropriate employee management systems, and better improve the enthusiasm of employees. Therefore, this paper puts forward the suggestions of training managers, communication consciousness, establishing a special management communication department and building an online communication and evaluation system, aiming to help enterprises give full play to the advantages of human resources and stimulate the enthusiasm of employees. This research is of great significance to the innovation and development of human resource management of enterprises.

5.2. Lack of research and outlook

There are many factors affecting the effect of human resource management in enterprises. This paper only starts from the perspective of management communication that can improve the effect of human resource management, and lacks the discussion on other influencing factors. This paper has only selected the single influence variable of management communication, and there is a lack of research on the joint effect of human resource management. In the future, we will expand the research perspective, further explore other factors affecting the effect of human resource management, study the influence mechanism of different variables, and enrich the research content. In addition, this paper has not made an in-depth analysis of the specific mechanism of the human resource management intensity affecting the enthusiasm of employees to work, and the future research will be further conducted for in-depth discussion.

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