

# Research on the Enterprise HRM Program Based on the Three-Pillar Analysis Model

Zixiao Cheng\*

\* Corresponding author: a176251312832021@163.com

School of Business Hohai University Nanjing, China

**Abstract**—With the advent of economic globalization and the Internet era, human resource management in the traditional sense can no longer meet the growing business needs of enterprises. In the new era, the HRM model needs to be transformed and upgraded to serve the strategic development of the company and achieve a win-win result for both people and the organization. In this context, this paper takes Company A as the research object, and seeks to explore the transformation ideas and methods of HRM by constructing a three-pillar model of HRM within Company A. In order to understand the three-pillar model of HRM, we also use case studies to analyze the HRM situation of Company A and diagnose the related problems, and then solve the root problems of HRM in Company A step by step by combining the construction of the three pillars of HRM. Finally, we hope that this paper will serve as a reference for the application of the three-pillar model of HRM in China.

**Keywords-** Human Resource Management; Three Pillars; Model; Enterprise

## 1 INTRODUCTION

The development of human resource management concept has actually gone through hundreds of years, from the initial personnel management concept during the industrial revolution to today's human resource management concept, and with the renewal of the concept, the importance of human resources is also being paid more and more attention to. Peter Drucker, the master of management, has said that the management of human resources will change radically in the future with the rapid development of the times [1]. In the context of today's globalized economy and the Internet era, the traditional administration-oriented human resource management has become increasingly unable to meet the business development of modern enterprises. The advanced management concept of "people" oriented and fully exploiting the value of human resources has forced the enterprises, especially large enterprises, to change their human resource management [2]. It was proposed by foreign experts and scholars, and has been studied and applied by many large multinational enterprises abroad, and has proved to be effective and has played an important role in the development of human resource management. In this paper, we will analyze and diagnose the current HRM situation of Company A, explore how to gradually apply the three-pillar HRM model to the company, with relevant supporting measures, in order to solve all the root problems of HRM in the company, bring into play the potential value of HRM, serve the company's strategic development decisions, and boost the company's business. The company's strategic development decisions and business development.

## 2 THEORETICAL FOUNDATIONS RELATED TO HUMAN RESOURCE MANAGEMENT

### 2.1 Strategic Human Resource Management

Strategic human resource management (SHRM) first appeared in the United States. The economic growth in the United States was slow in the late 1970s and throughout the 1980s, and American companies began to think about building their corporate HRM systems from a strategic perspective in order to enable local companies to resist strong competition from foreign companies such as Japanese and German companies. Since then, the study of human resource management has shifted from a completely micro-oriented to a macro or strategic-oriented - strategic human resource management [3]. According to Miao Rentao, the first category of the definition of strategic human resource management focuses on the role of human resources in strategic planning and formulation; the second category emphasizes the role of human resources in strategy execution and implementation. Whether it is the development or implementation process of corporate strategy, strategic human resource management should be carried out throughout. The external environment and internal resources are important elements that need to be considered in the formulation of corporate strategy [4]. Enterprises can improve the closeness of strategy and internal resources by emphasizing the role of human resources in strategy formulation and increase the executability of strategy. After strategic planning and formulation, companies need to use various human resource management practices to guide employee attitudes and manage employee behavior.

### 2.2 Three-pillar theory

#### 2.2.1 Elements of the three-pillar model

The three pillars of the three-pillar model are HR Business Partner (HRBP), HR Center of Expertise (HRCOE), and Shared Service Center (HRSSC). The three-pillar model is also known as the 3D model because HRBP plays the role of discovery (i.e., tapping into the needs of the business unit), while the functions of COE and SSC are design (design solutions) and delivery (delivery/execution), respectively. The main content of the three-pillar model is shown in Figure 1:

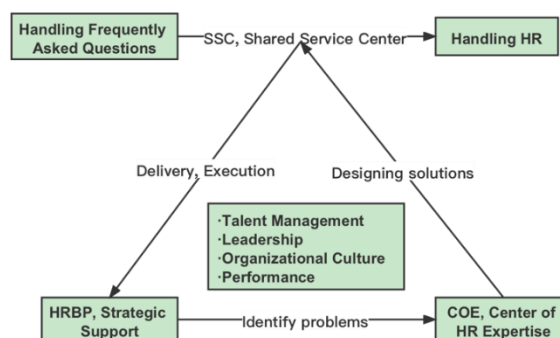


Figure 1. Three Pillar Model of Human Resource Management.

### **2.2.2 The operation of the three-pillar model**

The structure of HR three-pillar model is as follows: COE and SSC, COE and HRBP, HRBP and SSC. of course, in many cases, the relationship between the three is not two and two interaction, but more of a division of labor between the three. For example, in the process of feedback work to HRCOE, HRBP puts forward demands for system and SSC, and COE provides system support to HRBP center through analysis. If SSC is needed to provide support, it needs to provide processing standards, and SSC will provide system and outsourcing support according to the standards provided. SSC has questions about the standards and will give feedback to COE about the problems, and after COE analyzes the problems, if changes are needed for the system, it should make a declaration to HRBP [5].

## **3 CURRENT PROBLEMS OF HR MANAGEMENT IN COMPANY A**

### **3.1 The overall service level of HR is low and lacks professional organization and guidance**

From the survey results, we can see that although most employees think that HR staff are busy and dedicated, they do not quite recognize the business professionalism of HR staff, only less than 50%. In addition, the management is not satisfied with the existing HR planning of the company, which is more than 50%, indicating that the HR management of Company A is facing the challenges of low business level of practitioners, lack of talents, and lack of top-level design of HR management. After analysis and diagnosis, the company currently needs an organization with a high degree of HR management professionalism, which can carry out top-level design of the company's HR management and make hierarchical classification of HR personnel [6]. The company seeks for such a professional organization to reform the current HR management model and structure, and to differentiate the existing HR personnel according to the new management model to better fit the new HR system, and to improve the service level of HR personnel at the corresponding level by organizing professional training. And for the missing personnel in the system, we can supplement the talents through the way of external recruitment. By setting up this kind of expert center organization, it can not only improve the service level of the existing HR personnel, give full play to the advantages of talents and improve the overall service level of HR, but also play an important role in promoting the business development of the company at the level of strategic development.

### **3.2 There is a disconnect between HR management and business layer**

In the survey, the disapproval degree of talent recruitment and business training of company A is about 40%, which is a prominent problem. The main reason is that the talent recruited by HR department and the related training organized are not well matched with the actual needs of business. They are not familiar with and do not understand the business situation and job situation of the business department, so that they are out of touch with the actual needs of the business department when implementing the work of talent recruitment and business training, which naturally cannot satisfy the business department and cannot promote the business development of the company, and may even play a negative role sometimes.

### **3.3 HR management informatization is not enough**

The last problem reflected by the survey results is the low efficiency of HR daily affairs processing, and the overall disapproval is nearly 30%, which indicates that the scope covered by HR management informatization and automation is not enough, and it cannot help HR personnel to free themselves from the complicated daily affairs yet. In order to help HR personnel improve their work efficiency so that they can turn more energy and time to the business development level of the company, Company A should boldly expand the functions of HR system and establish a shared service center, which not only integrates the information file management, contract management, salary and social insurance management of employees into the informationization platform for unified processing [7], but also provides employees with front-end standardized HR. The shared service center should also provide front-end standardized HR services such as inquiry and Q&A to improve employee satisfaction through the innovation of service mode. At the same time, the center can also informatize HR policies and systems with standardized and process-oriented features, and continuously strengthen the shared service functions and scope of the center to maximize HR management efficiency and save labor costs.

## **4 ANALYSIS OF THE APPLICATION OF THE THREE-PILLAR MODEL OF HUMAN RESOURCE MANAGEMENT IN COMPANY A**

### **4.1 Key elements of the three-pillar model establishment**

#### **4.1.1 Company A's transformation implementation plan**

The problems revealed in Company A's current human resource management are not caused by one or a few factors. Solving one or a few problems does not help the three-pillar model to be successfully applied in Company A's management. Therefore, we need to develop an effective strategy and plan for the implementation of the three-pillar model in Company A. In the process of implementing the plan, we will target to solve the problems revealed in the human resource management of Company A. Combined with the "Kurt's eight-step planning model" of organizational behavior, we plan to start with the adjustment of HR organizational structure and HR personnel levels in Company A. Then, in the process of HR management change, we will apply the methods and strategies accumulated in the relevant theories and knowledge base to improve the professional competence and quality of personnel in the three pillars. Professional competence and quality. The organization and its members are integrated to maximize the effectiveness of the application of the three-pillar model [8]. According to the content of Kotter's eight-step plan model, the following eight-step plan was set for Company A to implement the transformation application of the three-pillar model of HRM according to the current HRM management situation of Company A (Table 1):

**Table 1** Kotter's eight-step correspondence plan under Company A's three-pillar model

Kotter's eight-step correspondence plan under Company A's three-pillar model	
1	The HR department clarifies the goal of establishing the three-pillar model and unifies the thoughts of all personnel involved in the transformation.
2	Establish a special work leadership team to conduct unified command and deployment of the transformation work.
3	Discuss what positive impact the establishment of the three-pillar model can bring to the company, business teams and HR personnel.
4	The work leadership team communicated with HR staff to clarify the ideas and directions of the transformation.
5	Establish a project-based management process to decompose tasks and monitor nodes for the transformation work.
6	Give recognition and affirmation to the outstanding performance and highlight work in the work to continuously give motivation to the organization.
7	Regularly quantify the work indicators, evaluate the stage work and timely correct the deviations in the work.
8	Focus on analyzing and summarizing work, emphasizing the close connection between transformation results and work behavior.

Company A has already conducted an in-depth survey on the overall situation of HR management and the evaluation of employees at all levels by means of questionnaires, and the survey results reflect the urgent need for HR management transformation in Company A [9]. We plan to start from the adjustment of the company's HR organizational structure and the deployment of personnel, and gradually establish the three pillar roles in the organization through detailed demonstration, and finally supplemented with relevant supporting measures to make the three pillar model fully implemented in Company A.

#### **4.1.2 Establishing HRCOE**

HRCOE is the brain of HR management and has a decisive role in the overall HR management of company A. HRCOE must think about the overall planning and top-level design of HR management from the perspective of strategic development of the company, and is required to be able to find and solve the root problems of HR management from the perspective of strategic development and guide the work of other HR management roles, always ensuring that the enterprise HR management is moving in the right direction. The role requires the ability to identify and solve the root causes of HRM problems from a strategic development perspective, guide the work of other HRM roles, and always ensure that HRM is moving in the right direction.

### **4.1.3 Building HRSSC**

HRSSC is the logistic guarantee for HRCOE and HRBP, and it undertakes a large amount of affairs work that requires calculation and repetition, and process, standardization, precision and scale are its main characteristics. While handling a lot of affairs work for HRCOE and HRBP and guaranteeing the basic HR work, HRSSC should also build a high-quality basic HR service system, optimize and improve the service mechanism, and enhance the overall satisfaction of employees.

### **4.1.4 Formation of HRBP**

As an important pillar of the three pillars - HRBP is the bridge between HR department and business department, the value and mission of HRBP is to promote the HR of company A to be business-oriented, go deep into the business and help the business department to solve problems. This requires HRBP to understand the business [10], know the needs of the business department, and be able to respond to the needs of the business department at any time on issues related to human resources and give responsive solutions, and give timely guidance or even participate in them to help solve problems when they encounter unexpected events. HRBP should provide strategic support to the business department from the professional perspective of HR, so it must be business and know the process. A successful HRBP often has the following characteristics: it can find problems according to the business operation and its own business experience; it can propose flexible solutions to solve various problems for the business department; it can fully implement the business department's performance appraisal work and be responsible for the work; it can play a positive influence on the business team and continuously add energy to the development of the business department.

Company A should set up HRBP center by HR department of headquarters, and the center will send business partners according to the situation of business departments and subordinate units to assist department heads in business to deal with HR management work, and make comprehensive assessment by combining the implementation of their HR work and the performance results of business departments, so as to ensure the neutrality of HRBP to a certain extent..

## **4.2 The human operation model after the establishment of the three-pillar model**

The operation model mainly refers to the collaborative relationship among the three pillars of HR management:

### **4.2.1 The linkage between HRCOE and HRBP**

①HRCOE guides HRBP to carry out its work

HRBP has to implement and implement the policies, systems and processes formulated by HRCOE. Therefore, before the implementation, HRBP has to receive training and guidance from HRCOE to unify HRBP's thoughts and ideas, so that when HRBP implements the policies and systems, it can conform to the strategic thinking of HR top-level designers and ensure that these policies, systems and processes can achieve the expected effect when they are implemented. The policies, systems and processes can achieve the expected effect when they are implemented.

②HRBP gives feedback to HRCOE and asks for help

HRCOE will sort out and study these problems and help HRBP to solve them regularly, and HRCOE will generally solve the special problems by further adjusting and optimizing the relevant system or process, and use the method of top-level design to solve the universal problems. Solve all kinds of problems of universal nature by using top-level design. Relying on the timely feedback from HRBP, HRCOE will also be able to dynamically grasp the implementation of the system and the scientific nature of the system content, and through this interaction, HRCOE's management ability will also be exercised.

#### **4.2.2 Linkage of HRCOE and HRSSC**

##### **①HRCOE to clarify the standard for HRSSC**

HRCOE should help HRSSC to refine and standardize the HR system so that HRSSC can computerize and process the system. HRSSC, as an HR information service platform, provides standardized, unified and precise services for employees, which is a very important working principle, and it is like a robot to avoid errors. Therefore, HRCOE should have sufficient communication and exchange with HRSSC when formulating the system.

##### **②HRSSC gives feedback to HRCOE on problems**

HRSSC should feedback the problems to HRCOE in time if they encounter ambiguity or do not meet the processing requirements when processing the system formulated by HRCOE. HRCOE should adjust and optimize the system according to the actual situation, so as to help HRSSC solve such problems. At the same time, if HRSSC finds any process with the characteristics of streamlining and optimization in its work, it can also give feedback to HRCOE in time, and HRCOE has the honor to provide help and support for HRSSC.

#### **4.2.3 Linkage of HRBP and HRSSC**

##### **①HRBP seeks help from HRSSC**

HRBP, as the human partner of business department, should put its main energy and time on digging and meeting the business needs, helping and solving the human-related problems of business department to support and boost the business development. HRBP should leave the 8 common affairs of human resource management to HRSSC as much as possible, and then give feedback to HRBP after HRSSC finishes handling them. as HR service center, As a HR service center, the important mission of HRSSC is to use information technology to improve the efficiency of HR management and enhance the quality of HR service. When HRBP finds that HRSSC cannot provide effective help when dealing with transactional work, HRBP should give feedback to HRCOE, and after HRCOE analyzes and researches, it will optimize the relevant standards and finally hand over to HRSSC to update the processing.

##### **②HRSSC provides efficient service for HRBP**

Before HRBP connects with HRSSC, they need to go through certain training and study to be familiar with what HR affairs and HR services HRSSC can deal with. HRSSC can deal with those affairs that need a lot of time to finish for HRBP, and it can also delegate limited authority to HRBP to facilitate them to deal with those urgent and efficient affairs, so as to effectively improve The efficiency of HRBP can be improved effectively. When HRBP has new requirements for transactional work, it cannot reflect them to HRSSC directly, because HRSSC itself can't make

work standards. HRBP needs to communicate with HRCOE first, and HRCOE will take the lead to make relevant system and standards, HRSSC is responsible for information processing, and finally HRBP will operate and apply them.

## 5 CONCLUSION

This paper takes Company A as the research object, through the study and research of the three pillars model of HRM, combined with the analysis and problem diagnosis of the current situation of HRM in Company A, the three pillars system of HR is applied to the specific HRM work of the company step by step. After the complete steps of theoretical research, problem analysis and diagnosis, and application research, the following conclusions are drawn: The traditional HRM model can no longer meet the business development of enterprises in the new economic environment, the majority of enterprises, especially large and medium-sized enterprises, must think about the transformation and change of enterprise HRM as early as possible, by drawing on the current stage of advanced HRM concepts and theories, combined with the actual enterprise, and strive to create the exclusive enterprise's own special HRM model.

## REFERENCES

- [1] Wei GH. The significance of the three-pillar model of human resources to human resource management reform [J]. Journal of Liaocheng University (Social Science Edition),2020(05):82-89.
- [2] Ni Y, Hu Y. The application and inspiration of the three pillars model of human resources in China--Huawei Company as an example[J]. Modern Management Science,2020(01):90-92.
- [3] Yi HT, Liu XY. HR three-pillar innovative HR management model:Case exploration and suggestions for implementation[J]. Leadership Science,2019(20):91-94.
- [4] Xu SH, Zhou WX. Research on the construction and development mechanism of the three pillar system of human resources[J]. Modern management science,2019(06):110-112.
- [5] Wu DM, Zeng LN. The construction of HR three pillars under HR collaborative management[J]. Enterprise Economy,2018(04):110-116.
- [6] Zhang J. HR "three pillars" model and development analysis[J]. Modern Business,2018(02):86-87.
- [7] Wang XL. Research on the reengineering of human resources organization based on the three pillars theory: taking SXGP as an example[J]. China Human Resource Development,2016(24):46-53+94.
- [8] Shi GJ, Zhu ZD. Research on the three pillars of domestic human resources:a review and outlook[J]. Journal of China University of Petroleum (Social Science Edition),2016,32(05):13-18.
- [9] Zhan YF. Practical insights of the three-pillar model of human resources in enterprises[J]. Labor Security World,2019(05):4.
- [10] Liu F. The significance of the three-pillar model for human resources transformation[J]. Mall Modernization,2017(17):65-66.