

## Research on Human Resource Flexible Management of Public Sector in China

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**Abstract:** In today's society, with the in-depth development of economic globalization and the advancement of information technology revolution, the administrative environment facing the public sector has become increasingly complex, and the emergencies that the public sector needs to deal with have gradually increased. In order to overcome the traditional and rigid management system of public sector, and increase the organization's flexibility and adaptability, China's public sector urgently need to adjust human resource management notion, and implement flexible management system of human resource. Based on the theory and practice of the public sector, this paper studies the predicament of the personnel management of the public sector in China and puts forward the corresponding suggestions of flexible management.

The new public management movement in the late 1970s and early 1980s has been rapidly launched in the British and American etc. This movement required the comprehensive and thorough cleaning of the functional structure, institutional setup, behavior mode and management means of the traditional public sectors, so as to make them change revolutionarily.

The reform of "new public management" in the United States can be dated back to the civil service reform act of the carter administration in 1978, during which projects such as "presidential management intern" and "flexible working time" have been implemented to solve the problem of "lack of continuity in senior personnel". The Clinton administration carried out a series of reforms including decentralization, weakening rules, flexibility and expanding substantial authorization. Since the 21st century, President Bush has implemented the reform of "strategic management of human capital". Therefore, western countries are gradually mature in flexible personnel management of public sectors.

While the personnel system reform of our country's public sector began in 1984, the cadre and personnel management system of the country, in 2005, "the civil servant law of the People's Republic of China" has been promulgated, which specifies explicit provision for each link of our country's public sector human resources management, such as recruitment, training, performance evaluation, rewards and punishment and so on, it can be said without exaggeration that the formulation and implementation of the law makes the human resources management of public sector in our country develop into a new stage. However, in reality, there lie still many problems in the personnel management of personnel recruitment, training and appraisal in the public sector, which are mainly manifested in the expansion of government agencies and the weak service awareness of government personnel. Therefore, it is significant to carry out flexible personnel reform in our public sector.

### Theory of human resource flexible management

**Flexible government.** The term "flexible government" was put forward by B. Guy Peters in *The Future of Governing*, who defined it as "The government has the ability to readjust and respond effectively to new challenges". The basic contents of flexible government are as follows:

First, in terms of government structure, the basic idea is to adopt temporary structural mechanisms within the public sector to replace traditional departments and institutions with permanent powers in policy-making.

The second is to increase the flexibility of personnel management in public organizations. It is suitable to increase part-time or temporary employment and reduce lifetime employment to save government expenditure.

Thirdly, in respect of policy making, it's advocated for flexible government to conduct bold experiment and be innovative.

Fourth, flexible government will benefit the public, because the cost of government will be reduced and the tax will be reduced. The public will also benefit from the innovation and less rigidity of government.

### **The predicament of personnel management in public sector in China**

First of all, the selection system is not standard, existing human color. Generally, there are three main ways of appointment in public sector, including testing and selecting and appointment, and each department can adopt public examination, democratic election, organization selection and other ways according to its actual situation. At present, the employment of civil servants in China is mainly based on examination and appointment, supplemented by other employment methods

But under the current cadre and personnel system, the main leaders and organizational departments at all levels have the power to appoint and remove the heads of the functional departments at lower levels. Under this appointment system, many leaders naturally follow the principle of favoritism. Moreover, the personnel background in the organization is complex, with all kinds of interests, blood relationship and nepotism are entangled together, which is easy to form a black box operation and does not truly achieve "fairness, justice and openness". In addition, the selection and appointment of public sector personnel in China is difficult to meet the needs of the development of public sector.

Secondly, the training mechanism is not perfect, and members work in a single way. At present, many training programs of human resources in public sector is just a form, and most organizations are identical in training content without considering the difference of civil servants. In addition, the main body for civil servant training is relatively single. In fact, training programs for civil servants are basically undertaken by party committees, governments, universities and other public institutions at all levels. Besides, the training method is relatively backward, which cannot be divorced from the traditional teaching mode and is difficult to meet the needs of improving the quality of public servants' work.

Thirdly, the salary system is fixed and it is difficult to motivate. There are too many fixed parts in the current public sector pay system and too few that can be adjusted according to performance. Such a compensation system is difficult to play the role of due incentives.

Fourthly, the imperfect appraisal system discourages the enthusiasm of members. According to the provisions of the civil servant law, the public sector evaluates public officials in five aspects: morality, ability, diligence, performance and honesty. However, due to the fuzziness of these concepts, there is no clear quantitative definition of responsibilities and quantitative assessment standards for staff assessment in the public sector. Therefore, it is difficult to directly translate the performance assessment results of public employees into salary or bonus, which to a certain extent discourages enthusiasm.

Last but not least, the flow mechanism is not perfect so that the personnel promotion space is small. Due to the influence of traditional bureaucratic system, it is difficult to get promoted in the public sector based on individual ability and performance. Moreover, the typical feature of the position setting of public officials in our country is the pyramid type. The higher you go, the smaller the room for promotion and the smaller the opportunity. The vast majority of public employees have lost the incentive to seek promotion, and the hidden mechanism of lifetime employment severely inhibits their enthusiasm and initiative.

### **China's public sector to implement flexible personnel management strategy**

From my point of view, it is basic to update the concept of human resource management in

public sector. Human resource management of public sector in China should introduce the concept of marketization and enterprise, and use the management methods of private sector to improve organizational performance. Such as introducing decentralization, giving personal responsibility to managers, promoting performance management, deregulation and other concepts. On the other hand, the idea of human-oriented management should be further established to promote the autonomy and flexibility of human resources. In the process of management, adhering to the initiative spirit of respecting knowledge and talents, respecting the needs of people and adopting personalized management methods according to the needs of personnel at different levels, fully exploring the potential of human resource, so as to make it suitable. In the meanwhile, they will formulate a flexible system for selecting and appointing employees and further implement the "employee system". The premise of realizing scientific human resource management is to do a good job in job analysis. To write job description and qualification requirements is essential. Through job analysis, they can make employees understand the needs of the job, and lay a good foundation for the recruitment of human resources. On this basis, they should simplify the procedures for the recruitment of public officials. In addition, in order to make the public sector redundant, the flexibility of public sector employment can be enhanced by reducing full-time and lifetime employment and expanding part-time or temporary employees. Besides, it is better to establish a public human resources training and education system centering on human resources development. First of all, adhere to the concept that human capital is the core of social capital, and really implement human resources management in each link. Secondly, scientific training needs analysis, clear training objectives, targeted to improve the quality of civil servants. Diversified training methods are adopted. One is in-service training, which is mainly to master the specific content and skills of work through job rotation and job guidance. The other is off-job training, which is the knowledge necessary for public officials to engage in public administration work organized by specialized training institutions. Fourth, they ought to implement a performance-based compensation system that links compensation with performance. Public sector should be phased out the traditional fixed wage system, implement performance management, the arrangement of the salaries of civil servants flexibility, the performance of civil servants as an important reference standard, properly widen pay gap between the same level, fully mobilize the work enthusiasm of civil servants, improve service quality and organizational performance.

Fifth, carry out the reform of personnel appraisal system. First of all, to improve the evaluation index system, public departments should further refine the evaluation indexes based on the performance evaluation indexes stipulated in the civil servant law, namely, morality, ability, diligence, performance and honesty, so as to make the performance evaluation more evidence-based. The performance evaluation of traditional personnel management is mostly centered on individual performance and takes the evaluation result as the basis for evaluating individual performance. Under the condition of knowledge economy, cooperation can resolve high risks and challenges, so higher requirements are put forward for team cooperation and power integration within the organization. Therefore, the evaluation of performance should be shifted from individual performance to team performance. Therefore, the evaluation of individual performance should be based on the merits of department or team performance.

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