Analyses on Staff Training with the Enterprise Virtualization in New Economy Era

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Abstract –In the modern society, enterprise management has changed in many aspects in order to adapt to the rapid development of social and economic changes. Enterprise's flattening and virtualization trend has become increasingly significant, so there becomes the concept of human resource virtualization. At the same time, human resource virtualization also puts forward new requirements for the enterprise staff's comprehensive quality. This paper analyses the concept and virtualization of human resources and the form of virtualization management in the new economic era. It also analyses the influence of the enterprise employees for human resources and how shall staff training be, so as to enhance the enterprise employees' comprehensive quality, and improve the efficiency of management of the whole enterprise.

Keywords –organization virtualization, human resource management, staff training

1. Virtual enterprise and virtual human resource management

1.1. Virtual enterprise

In 1992, William Davidow and Michaels Malone showed the definition of virtual enterprise: virtual enterprise, composed with some independent vendors, customers, and even fellow competitors, is operating through the information technology as a temporary network organization without any central office, formal organization or multi-level structure, in order to achieve the targets such as sharing technology, apportionment of expenses and satisfy the market needs. Thus, the virtual enterprise made up of several enterprise with the relationship of partners or competitors, as long as they have common goal and cooperation agreement composition. In this way, the former relationship as completely Win – Los is replaced by the formation of a Win - Win.

As the so-called management is both dealing with matters and people, it produced more far-reaching influence on the enterprise human resources management, the most outstanding is the formation of virtual human resource management concept. Virtual emphasizes on the resource sharing and complementary advantages. In enterprise management, the so-called virtual is to show the enterprise's using of funds, technology and talents, professional service and external resources. In this way,

enterprises can make up for their own weak resources, integrate their own strong resources, so as to enhance the ability to adapt to market changes and improve their own competitiveness.

1.2. Virtual Human Resource

Virtual human resources, refers to a model based on the network partnership and information technology, helps the acquisition, development and planning of intellectual capital. On one hand, it makes full use of external resources and organizations engaged in competitive advantage which is not directly relevant to a human resource model based on the network. On the other hand, it can use other organizations to make the maintenance of resources with low utilization rate. Instead of part of human labor technology, virtual human resource can seize market opportunities and satisfy the business enterprise needs through temporary employment of external human resources, so as to increase enterprise benefits. Here is the concept of virtual human resource management: a model that extending the function of enterprise human resources management with the target of achieving enterprise strategy, makes the full use of external resources and information technology, then enforcing as outsourcing, establishment of cooperatives and informatization in practice.

It includes the following several parts:

i. Realization of function outsourcing through separating functions of enterprise internal human resources management recruitment, training and human resource management and giving all the functions to the outside organization which will be responsible and provide service. Or temporarily borrow external forces to realize the established goal, such as with the aid of human resources management consulting and other activities to solve problems. In this way, the enterprise will be more energy for the core of the human resource management work and realize the maximization of the efficiency through outsourcing the more complicated and daily high programming human resource management affairs to the professional human resource management agencies.

ii. Enterprise signs labor contract with talents to obtain talents possession from talent intermediary institutions which have employee leasing qualification. At the same time, enterprise signs lease contract for enterprise use and realize enterprise employee leasing. There are three organization forms: professional rental agencies lease, unit room rental and leasing agent. Human resource service organizations, unit employing persons and dispatch agents sign talent lease agreement and dispatch contract respectively so as to standardize the three parties' rights and obligations in the duration of the lease relationship.

2. The form of the virtual human resource management

2.1 Virtual communities of practice

Human resources virtual management is the management function expansion, rather than the expansion of the management team. Enterprise use external management consultants management expert to expand the range of management and improve the level of decision-making and management efficiency. But the enterprise has not expand enterprise leadership and increase the numbers of managers. This is a kind of virtual communities of practice. Virtual communities of practice aims at the human resource management expansion brought about by the technology, management and marketing function, rather than pursuing of the possession of real person.

2.2 Human resources outsourcing

Human resources outsourcing is an important form of the human resources of the virtual management. A lot of traditional market referred a little bit for this operation, but some international human resources experts think that this strategy is now one of the latest business competitive confidential. Human resources outsourcing can provide enterprises with certain benefits, mainly reflects on the increase efficiency and professional aspects. Because of the outsourcing partners are likely to be the expert, the result of outsourcing can bring high speed and convenience. On the other hand, the company human resources department can concentrate on doing other

strategy to help the company achieve its long-term development goals.

2.3 Self-help service for employees

In human resources management, some functions highly with staff participation can take self-help service, such as training, daily assessment, performance assessment, to encourage the staff to be more self-management and self-service. This can avoid the blindness and hysteresis quality of human resource department. And it can also save the working cost, improve the efficiency of management.

3. New requests for enterprise staff under organization virtualization

From the point of view of human resources development, it is increasingly that the organization virtualization requests the enterprise staff actively change their roles to adapt to the contemporary development of enterprise:

1. For the tending of Organization management function virtualization, the key work for managers must be converted from former management of activities to the management of process. For example, in the process of human resource functions outsourcing, human resource managers will be in charge with the whole outsourcing process monitoring, instead of the past specific work activity management, including job description, limited selection tools, regularly review the candidate material, and so on.

2. Organization is increasingly becoming part virtual organization that closely interdependent with other companies. The role of organization managers should be generalist with an open strategic vision instead of experts in a professional field, and master a lot of information to establish good relations with internal and external resources. Comparing to mastering know - what (theory) and know - how (technical expertise), mastering know - where (in resources) and know - who (who provide support) will be more important both on the respect for organizations or their own.

3. With the current information communication technology playing a more and more important role in the aspect of contacting virtual organization of each enterprise and integration management son function activities, how to adapt to and grasp IT technology rapidly and develop the huge potential of virtualized organization management, will be an arduous task to managers.

4. The new scheme to enterprise staff training under organization virtualization

4.1. The cultivation of staff credibility

With the foundation of partnership, organization virtualization highly emphasize a flattening relations of cooperation using all sorts of technologies, and fully realize mutual benefit sharing with external resources to

better development itself, which requires the most basic integrity between enterprises. To cultivate good faith, enterprise should focus on how to strengthen management, as a good faith will not only rely on self-discipline, but also rely on heteronomy. Through the management, enterprise can realize the heteronomy and self-discipline to promote each other, thus forming an enterprise culture atmosphere where integrity is respected and dishonest is despised. Employees will exert a subtle influence on good faith consciousness embodied in daily work.

4.2 The promotion of managers' talent insight and market discrimination

The process of organizational virtualization makes full use of the enterprise's external resource to participate in the organization as a competitive advantage not directly related management business. Thus managers will focus on solving enterprise with high value-added business. At the same time, instead of human labor technology, the virtual human resource can seize market opportunities through the temporary employment external human resources to satisfy the business enterprise needs and increase enterprise benefits. This requires managers to have certain talent insight and market discrimination in the industry of outsourcing while facing the complex market. Managers need to choose the reliable cooperation partners combined with their own advantages and disadvantages and the market demand to achieve mutual benefit and win-win.

4.3 The training about sense of crisis and resistance of risk for employees

Along with the organization flattening and virtualization, the market competition is becoming increasingly fierce, which requires existence crisis awareness for the enterprise employees while coping with competition. Crisis consciousness management means that the boss will decompose the external market crisis and pressure or risk to the related staff and cadres to let each of them feel external market crisis and pressure, therefore, the decomposition of the crisis is the purpose of cultivating crisis consciousness. For example: as the staff liquidity is high and talent alternative is becoming more and more intense, human resources virtualization has brought the big change and risk to process on the employee recruitment policy and recruitment work. In order to adapt to this change, organization virtual employee recruitment degree also became more and more high, this will request the organization can fully improve employee and to resist the ability of the risk.

4.4 The strengthens of staff self-study, self-management, self-improvement

Self-help service staff is one form of human resources management virtualization. Taking self-help suit in the daily training, daily assessment, performance assessment and so on, has relative enhanced requirements of employee self-discipline and also encourages employees

to the to self-learning self-improvement continuously during self-management, self-service, so as to form a good enterprise cultural atmosphere, and save the cost of work, strengthen the management execution.

5. Conclusion

Although organization virtualization has become the general trend of development of the enterprise, the enterprise virtual degree in our country is low. Virtual technic mainly concentrated in the personnel management, salary and welfare, staff recruitment and evaluation, performance management functions, while virtual organization mainly in the personnel management and human resources (labor employment, etc) and other functions.

With the tending of organization virtualization, enterprise should introduce the advanced management technology and method to strengthen the cultivation of the staff within the organization, such as social training institutions, employment organization, human resources management consulting company as well as the traditional personnel agency. Besides, enterprises should strengthen the construction of human resources management information technology through training personnel's information technology application skills of human resources management, especially those related to software and system development, in order to improve the practicality of the system software. In this way, information technology will play its proper role in the management of human resource.

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