

Research on Modern Insurance Enterprise Management Based on Humanistic Management

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Abstract: In recent years, in the process of accelerating the transformation of enterprise economic structure and business model, the human-oriented management model has gradually become the mainstream trend of modern enterprise management model. This paper expounds the important influence of human-oriented management on all aspects of enterprise management, combining with the insurance industry, and puts forward reasonable suggestions for the present situation of human-oriented management in modern insurance enterprises.

1. Introduction

1.1 Humanistic Management

In the 1950s, people-oriented management concept rose in some western countries. People-oriented management refers to the activities of people-centered enterprise management and operation management within the enterprise. This management model mainly emphasizes the concept of “people-oriented”, affirms the value of people in enterprise activities, and fully mobilizes the enthusiasm and initiative of employees. In modern enterprise management, the concept of people-oriented management has been greatly developed. As one of the core resources of an enterprise, how to manage talents so as to bring them into full play is the key to the success of an enterprise. Under this model, the enterprise pays attention to arousing the staff's enthusiasm, so that the staff can better participate in the enterprise development and future planning to achieve win-win results for both the enterprise and the staff.

1.2 Enterprise Management

Western management theory evolved from early classical management theory to behavioral science theory and finally to modern management theory. Each stage has different definitions for enterprise management. With the in-depth research in academia, we think that enterprise management refers to a series of activities such as planning, organizing, directing, coordinating and controlling the production and operation activities of an enterprise. It is the objective requirement of socialized mass production. ^[1] The purpose of enterprise management is to maximize the benefits of the company through management. Through the deployment of staff and resources in the enterprise, the benign development of the enterprise is finally realized.

1.3 Relationship between People-Oriented Management and Enterprise Management

In the history of management theory, Mayo, the representative of behavior science theory, put forward the hypothesis of “social man” and human relations management. ^[2] In human relations management, it is proposed that people's enthusiasm plays a vital role in improving labor productivity in production practice. It can be concluded that effective management of people can not only improve the utilization rate of existing material resources, but also lay a solid foundation for enterprise management. The modern enterprise management mode is a combination of hard management and flexible management, and people-oriented management is the core of the flexible management mode. In fact, people-oriented management can be understood as a new management model. People-oriented is an important concept and culture in modern enterprise management.

Compared with traditional industrial enterprises, modern enterprises are more detailed and demanding in all aspects. Therefore, in order to improve the economic efficiency of modern enterprises, improve the work efficiency of enterprises, and strengthen the management of people are the management priorities that enterprises should first consider. In this way, the disadvantages caused by the imbalance between hard management and soft management in traditional enterprises can be fully made up. Therefore, the humanistic management model plays a very important role and significance in modern enterprise management.

2. The Influence of Humanistic Management on Enterprise Management

2.1 The Influence of Humanistic Management on Corporate Culture

Corporate culture is the core of an enterprise's operation and development and represents an embodiment of corporate values and culture. In today's society with rapid economic development, excellent corporate culture is one of the core competitiveness of enterprises. ^[3] How to carry out the construction of corporate culture, so that enterprises can better adapt to the changes in the external environment and better survive in the highly competitive industry is the place that modern enterprise managers need to focus on. Corporate culture is the “soul” of an enterprise, while people-oriented management adds the core to corporate culture. Before the implementation of people-oriented management, most enterprises regarded their employees as “economic people” rather than “social people” with complicated subjective initiative. In other words, employees were actually cultural subjects with value pursuit and had their own unique values. As a result, various contradictions inevitably occurred due to different cognition. After the implementation of people-oriented management, we have established the concept of “people-oriented”, created a more harmonious cultural atmosphere, and solved the contradictions. People-oriented management emphasizes people-oriented, attaches importance to the development and feelings of employees in the enterprise, prevents the enterprise from materializing employees, and pays attention to the needs and personalized differences of employees. By implementing people-oriented management and deepening the “people-oriented” management idea, we can fully mobilize the staff's sense of ownership, improve staff's satisfaction and sense of belonging, so as to build a harmonious cultural atmosphere, cultivate staff's spirit of unity and cooperation, improve staff's ability and accomplishment in all aspects, and lay a good foundation for the construction of corporate culture. Integrating people-oriented management with the construction of corporate culture is a better development model for corporate culture at the present stage. Utilizing the “flexibility” of people-oriented management is not only beneficial to building a positive corporate culture, but also can better realize the sustainable development of the enterprise. ^[4] At the same time can be combined with the theoretical structure of SWOT analysis of people-oriented management for the advantages and disadvantages of modern enterprise management analysis.

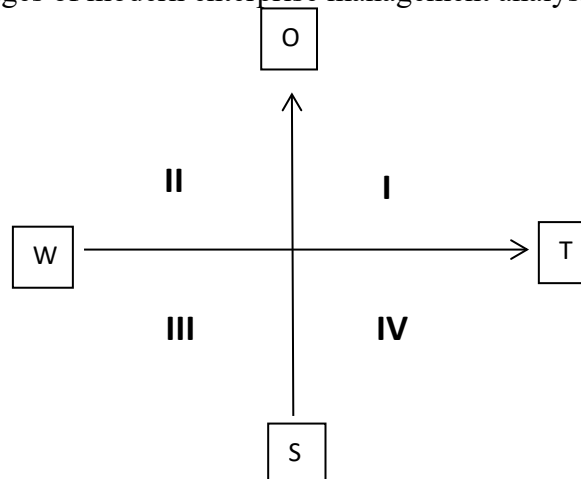


Fig.1 Swot Analysis Theory Model

2.2 The Influence of Humanistic Management on Staff Motivation

Employee motivation in an enterprise is to meet the different needs of employees through various effective measures, to stimulate the enthusiasm of employees and keep them in good working condition, so as to achieve the best leadership and create more economic benefits for the enterprise. Staff motivation is a vital part of people-oriented management, which emphasizes people-oriented management and regards staff as truly complex “social people” instead of thinking-free machines. [5] By understanding the needs of staff in all aspects, staff are motivated to work hard and put into action. Motivation is an important content and means of people-oriented management model, which is not only the premise of staff motivation, but also can effectively escort the process of motivation. As a new management mode in enterprise management, people-oriented management takes full account of the current status of employees and evaluates the future development of employees through personalized management of enterprise employees, so as to make the best use of talents, and then through the enterprise incentive mechanism, motivate employees' working passion and give full play to the sense of ownership, so as to improve employee performance, enhance the overall performance of the enterprise and maximize the value of the enterprise.

2.3 The Influence of Humanistic Management on the Establishment of Learning Organization in Enterprises

The social conditions in which modern enterprises are located are constantly changing. With the vigorous development of knowledge economy, modern enterprises are transforming and upgrading one after another, and gradually regard the construction of learning organization as an important part of enterprise strategy. Learning organization is a kind of sustainable development organization established by creating a learning atmosphere, exploring the creativity of employees and giving full play to the potential of employees. The strategic goal of establishing a learning organization is to improve the speed of learning and the ability to respond to problems. In order to establish a learning organization, an enterprise needs the joint efforts of its internal members. The people-oriented management model can listen to the different interests and goals of the employees, give full play to and cultivate the employees' enthusiasm and sense of responsibility, improve the employees' learning ability and creativity, create a positive learning atmosphere for the enterprise as a whole, and lay a foundation for the future market development of the enterprise. The perfect combination of people-oriented management and the establishment of a learning organization makes the formed people-oriented learning organization more humane and more in line with the development of the trend of the times.

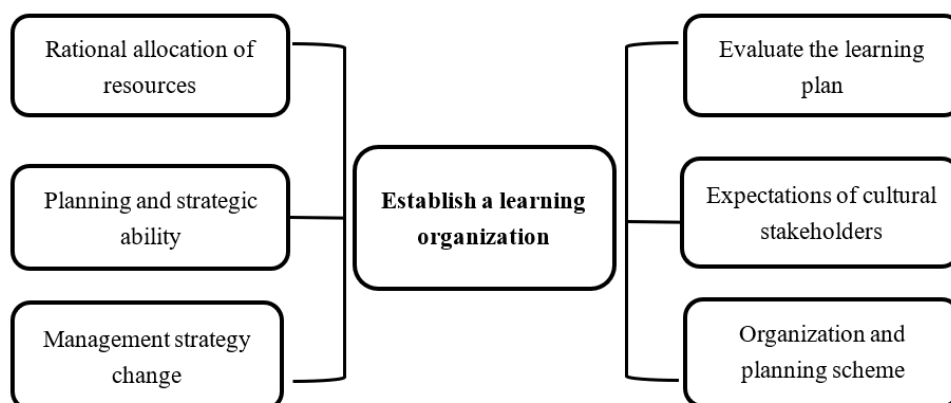


Fig.2 Establishing a Theoretical Model of Learning Organization

3. Suggestions on Implementing Humanistic Management Management in Insurance Enterprises

Under the impact of the modern new economic model, a strong wave of competition has been

formed among and within enterprises. Therefore, enterprises are constantly filling in, expanding their scale, and continuously enhancing their own competitiveness, thus the development of enterprises has been promoted to a certain extent. However, in the process of development of insurance enterprises, the management concepts of insurance enterprises are often unclear and lack of people-oriented management concepts. The incentive mechanism is unreasonable; The insufficient development and utilization of human resources and the poor working atmosphere have led to the slogan, emptiness and formalism of the cultural construction of people-oriented management in insurance enterprises and the ineffective implementation of human rights awareness.^[6] In view of these current problems, we take insurance enterprises as an example and put forward the following suggestions:

3.1 Insurance Enterprises Should Build a People-Oriented Corporate Culture

At present, with the development of China's economic strength and the continuous improvement of citizens' happiness, citizens' yearning for a happy life has been aroused. At the same time, the insurance industry is booming in this situation. National economic construction and the formulation of endowment insurance policy also provide many opportunities for the development of insurance enterprises.

Take China Life Insurance Co., Ltd. as an example. The corporate culture of life insurance companies contains the enterprise spirit of "seeking truth, honesty, striving for success and innovation", which is a condensed summary of the development goals and strategies of enterprises and a firm belief of employees in the development prospects of PICC. Modern enterprise culture is a fundamental way to condense all employees' creativity, an institutional system to construct a strong enterprise strength and condense employees' personal strength, and a guarantee to make employees' thinking and actions become an organic unity of the spirit of insurance companies. The construction of corporate culture of insurance companies should require companies to strengthen the leadership of corporate culture construction, strengthen system construction, establish and maintain new corporate culture, and all employees should establish self-learning awareness, consciously cultivate new corporate culture spirit, and strive to promote the construction of corporate culture.

The company's corporate culture plays an important role in restricting the operation and management behavior of all employees, and it plays a stabilizing, spontaneous and constant role that other rules and regulations can't replace. At the same time, corporate culture is also the ideological guarantee to guide employees to work hard to achieve the company's strategic development goals, and to guide employees' thoughts and behaviors to the determined goals of enterprise development, so that employees can deeply understand the enterprise development goals, development strategies and development models, and form a clear consensus and concerted action.

3.2 Insurance Enterprises Should Establish a Reasonable and Effective Incentive Mechanism

Since China's reform and opening up in 1978, China's insurance industry has made brilliant achievements and gradually become an important industry in the country's economic and social development. Especially in recent ten years, the development of China's insurance industry has been steady and steady, and its business scale has increased by a large margin^[7]. Under the new situation that the insurance industry is becoming bigger and stronger, only by taking "people" as the core, regarding people as "capital", elevating human resource management to a strategic level and continuously building the competitiveness of human resources can insurance companies have a long-term foundation and prosper.

The shortage of insurance employees objectively causes the abnormal flow of personnel. At the beginning of the establishment of the new insurance company, we made every effort to recruit people in the industry, especially the core insurance personnel. The frequent poaching of core talents makes the flow of personnel in the whole insurance industry unstable. Although this kind of personnel flow can promote the development of the whole insurance industry to a certain extent, it has brought a series of bad consequences such as exposure of company strategy, disclosure of trade secrets, increase of personnel cost, loss of original customers, etc. to the insurance companies that

have lost personnel. The cost is extremely expensive and the impact is also very heavy.

After the implementation of people-oriented management in insurance companies, due to the influence of people-oriented concept, the existing incentive mechanism of enterprises must be innovated. We should not only pay attention to the incentive effect of materials on employees, but also pay attention to the spiritual pursuit and self-worth realization of employees. From the perspective of enterprise management, insurance companies must combine the people-oriented management thought with the innovation of incentive mechanism, establish an effective incentive mechanism, and fully mobilize the enthusiasm of employees by using differentiated salary incentives, flexible welfare incentives, environmental incentives, emotional incentives, etc., so as to find a more suitable management mode for insurance companies' business development.

3.3 Pay Attention to Talent Training and Build a Learning Organization.

At present, China's insurance industry has been integrated into all aspects of social and economic development. For insurance companies with high requirements on knowledge, intelligence and technology, talents are undoubtedly an important factor to promote the development of their business, management, technology and system innovation, and a key factor to determine whether enterprises can win in fierce competition. In short, talent is the key to the development and growth of the insurance industry. Although the demand for talents in various insurance companies has greatly increased, there are relatively few competent middle and senior insurance talents in China. It can be said that the ability to cultivate high-quality employees has become the key to the success or failure of insurance companies in the market competition.

At present, there are about 4.1 million insurance employees in China, not to mention the fact that 4.1 million people are not many compared with a country with a population of 1.3 billion. More importantly, there are extremely few high-end talents in China's insurance industry.^[7] At present, due to the lack of rationality in the talent structure of major insurance companies, some insurance companies are staffed with most tower-shaped talent teams. However, in the development, there are no sophisticated compound all-round talents. Only by carrying out relevant training courses for employees to improve their comprehensive quality, and by integrating excellent talents and establishing a team with higher comprehensive quality, can employees work better and enterprises develop better. Insurance companies, when formulating enterprise strategies, should also assess the scope of employees' ability to play, accurately assign tasks, and train employees in the practical operation of tasks, so that employees can better understand the work content and improve work efficiency. At the same time, in insurance enterprises, we should also create a positive and good innovative learning atmosphere, constantly learn new technologies and methods, strengthen the awareness of people-oriented management ideas, and build a people-centered learning organization, so as to truly achieve the sustainable development of insurance enterprises..

4. Conclusion

With the people-oriented idea becoming more and more popular, modern insurance companies pay more and more attention to the people-oriented management mode. In the process of implementing people-oriented management in modern insurance enterprises, we should start from many aspects, be people-oriented and ensure the implementation effect. Strictly control each link, find out the problems in the implementation process in time, combine relevant management knowledge and experience of predecessors, organically integrate with the present situation of the enterprise, establish and improve the relevant system of people-oriented management, and truly integrate the idea of people-oriented management into all aspects of enterprise management to promote the sustainable development of enterprises.

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