Literature Review on the Impact of Internal Management on Employee Performance in Enterprises

Runze Liu
Beanstalk International Bilingual School, Beijing,100005, China
18610961849@163.com

Abstract. With the increasing competition among enterprises, the level of their own management and management ability largely determine their performance in business competition, and scholars in the field of business administration have long been concerned with this important issue. The main research question of this paper is how the internal management of enterprises affects the performance of employees. Firstly, this paper reviews the classical management theories; and then, it specifically analyses the impact of management tools such as enterprise training, salary management and welfare benefits on employee performance, and combines them with specific cases to analyse them, so that through the analysis of combining theory and practice, we can better promote the development and sustainable progress of enterprises.

Keywords: internal enterprise management; employee performance; literature review.

1. Introduction

In the real life, along with the increasingly fierce competition among enterprises, many enterprises improve their competitiveness, product quality and internal efficiency to achieve the goal of profit maximisation by improving their internal operation ability. For example, Google, the most famous Internet company today, not only ranks first in the world in terms of technological development, but also has a lot of management methods in its corporate management, which is more prominent is the level of its internal management, for example, from the perspective of the company's recruitment and selection, Google adopts a rigorous selection process, including skills testing, interviews and team matching. Google looks for talent that has a good fit with the company's culture and values to ensure that employees can integrate into the team and improve work efficiency; followed by internal employee training, Google attaches importance to the career development of employees, providing employees with a wide range of training and development opportunities, which helps employees to continuously improve their skills to adapt to the fast-changing technology industry; and after that, Google also has a strict performance Evaluation and Assessment Google adopts a highly effective performance evaluation system, combining employee performance with company goals, and through fair performance evaluation, the company is able to identify high-performing employees and provide appropriate incentives, such as promotions, and bonuses; Secondly, Google also has a humane employee benefits, Google provides flexible working arrangements and a wealth of employee benefits, including health insurance, fitness facilities, employee restaurants, etc. These measures help to attract and retain excellent talents, and these factors are the key factors for Google to become the world's top network company.

Theoretically speaking, internal management of enterprises has always been an important research element in business administration, and scholars in the field of business administration have developed numerous classic management theories which have played a good guiding role in the development of enterprises.

It can be seen that the internal management of enterprises is crucial to both the personal development of employees and the survival and development of enterprises. Therefore, this study hopes to explore the impact of internal management of enterprises on the performance of employees, so as to provide intellectual reference for the development of enterprises.
2. The relevant management theories of internal management and employee performance

During the hundred years or so between the mid-18th century and the early 20th century, the Industrial Revolution had a major impact on human history in the 18th and 19th centuries, especially in Western Europe and North America. This period saw the emergence of capitalism, which brought groundbreaking technological advances such as the steam engine. This innovation changed the mode of production from decentralised cottage industries to centralised factories. As a result, more organised and efficient management techniques were needed to manage the increasingly complex and centralised production processes within factories. Management methods of this era emphasised hierarchical organisational structures, specialisation in the division of labour, standardised production, quality control, and worker management and discipline. Firms in capitalist countries adopted a range of management styles, methods, and systems, and the management thinking of this period is often referred to generically and collectively as the traditional management phase or classical management theory. This period marked the gradual and slow evolution of modern capitalist enterprise management away from the old feudal artisanal workshop management style. The main features of the management theory of this period include the feudal "rule of man" and empirical management, specifically, in the following aspects: the owner-manager of the enterprise implemented the system of "sweatshop", which brutally exploited and squeezed the workers, resulting in the direct relationship between managers and producers. Management mainly relied on "chief's will" and subjective experience and lacked the scientific methods of standardisation and normalisation; the field of management was relatively narrow, mainly confined to the management of labour and wages, costs and operations. Generally speaking, this traditional management stage saw the gradual development of internal division of labour and collaboration in production while the scale of enterprises expanded. However, progress in management styles and methods was rather slow as the narrow empirical management style of the feudal workshop was still retained. Although this period of time management scientists already have a preliminary management theory but still not well applied to improve productivity and efficiency, in the later period of time more management scientists to apply the theory to the real production process.

However, with the further development of production technology, the traditional management theory has not been able to achieve a more comprehensive guide to enterprise production, so the development of the times call for new management theory, management gradually from the classical theory towards scientific management, scientific management period, one of the representative figure is Taylor. Taylor holds the view that "management" and "labour". Taylor held the view that the "capital side" and "labour side" are crucial in the enterprise although they pursue different interests. The employer seeks profits from running the business, while the worker expects remuneration that matches the value of his labour. From the employer's point of view, increasing pay will increase the cost of doing business and may threaten the profitability and reinvestment of the business. For labour, on the other hand, lower pay may undervalue their work and affect their quality of life and motivation. Therefore, the interests of the two are to some extent conflicting. In order to optimise productivity and resource utilisation, Taylor advocated the introduction of scientific management and production methods based on the reduction of unnecessary stoppages and wastage, and the optimisation of workflows and conditions in order to increase productivity and reduce production costs. During this period Taylor believed that inefficient production was not due to the technical aspects of the individual but the set-up of the management system. Taylor believed that "the solution to this inefficiency lies in systematic management, not in the search for someone unusual or extraordinary." Taylor released a book during this period, The Principles of Scientific Management, which describes how Taylor published a scientific approach to management to improve productivity and reduce costs and risks, published in 1911, the main contents of this book include the basic principles of scientific management Taylor claimed that the goal of scientific management is to maximise productivity. How to bring out the best in each employee. Job analysis and task segmentation: Taylor emphasises on breaking down jobs into small, measurable tasks by analysing them in detail. This helps in
determining the best way to perform each task. Scientific Selection and Training of Workers Taylor argued that employers should select workers scientifically and provide them with proper training to ensure that they are able to perform their tasks most effectively. Rational Pay System He proposed that there should be a pay system based on productivity that motivates workers to earn higher salaries through higher productivity. Close co-operation between management and workers Taylor advocated that there should be a close co-operative relationship between management and workers to ensure that work is carried out according to the principles of scientific management. Taylor emphasised on determining the standard time required for each task through time and motion studies (TMS) to further improve work efficiency. Standardisation and Normalisation: Taylor advocated that work should become more standardised and normalised through the development of standard work procedures to improve overall efficiency. Another representative scholar of the scientific management period is Fayol, Fayol published Industrial and General Management in 1916 Major publications include General Principles of Management Fayol proposed a set of general principles of management which are applicable to a wide variety of organisations and industries. Functions of Management Fayol classified management activities into five basic functions, namely planning (setting clear short- and long-term goals and strategies, ensuring consistency with organisational values and strategies, and anticipating future challenges), organising (integrating resources and people to form an orderly, synergistic structure and to ensure that internal communication is unobstructed), directing (guiding and motivating the team to create a positive and productive work environment), coordinating (working with various (directing and motivating the team to create a positive and efficient working environment), coordinating (working with departments to resolve conflicts and ensure overall smoothness and synergy) and controlling (monitoring the organisation's activities to ensure that predetermined standards of quality and efficiency are met). These five functions make up what he called the management process, the principles of management Fayol proposed 14 principles of management, which cover everything from organisational structure to employee behaviour. Some of these principles include "exclusive command", "stable personnel organisation" and "fair remuneration". Management Structure He emphasised the hierarchical structure of organisations and proposed a generic management structure that included technical departments, commercial departments, accounting departments and so on. Relationship between management and technology Fayol considered management and technology as two relatively independent but interrelated fields. Duties of Managers Fayol emphasised that managers should have a range of duties, including foresight, organisation, direction, co-ordination and supervision. Fayol's theories had a profound impact on the subsequent development of management, and his ideas laid the foundation of the discipline.

With the industrial revolution and the evolution of the economic environment, the traditional economic man theory gradually failed to explain the complex organisational phenomena of the time. The limitations of economic man theory, with its emphasis on economic incentives and efficiency, became apparent in the process of industrialisation, with the increase in the size of firms and changes in the work environment. The founding of the Institute of Management in 1918 was intended to promote in-depth study of management principles, management practices and organisational management. The new era called for more in-depth research on human behaviour and relationships within organisations. In the early 20th century, the Hawthorne Experiment by Mayo and other scholars discovered the impact of interpersonal relationships on employee performance, leading a shift in the direction of research towards a focus on human behaviour, a shift that was further supported by the development of sociology and psychology, which led management scholars to begin to focus on human behaviour and social interaction. Management during this period gradually shifted to the behavioural science school of thought, with an emphasis on human social and psychological needs. Theories such as Maslow's Hierarchy of Needs Theory, Herzberg's Two-Factor Theory, and McGregor's "Theory X-Theory Y" became the focus of new research, and Gulick's Seven Elements of Management also gained attention in this context. The rise of this trend of thinking reflects the urgent need of the management community to adapt to change and improve management performance, laying the foundation for the subsequent modern management theory. One of the basic theories of
modern management theory is Maslow's Hierarchy of Needs Theory, in which Maslow believed that human needs can be divided into different levels, from basic physiological needs to more advanced self-actualisation needs. The five levels are, firstly, physiological needs, such as the need for food, water and sleep; secondly, safety needs, such as the need for a stable job and a place to live; thirdly, social needs, such as the need for friendship and a sense of belonging; fourthly, respect needs, such as the need for self-esteem and the respect of others; and fifthly, the need for self-actualisation, that is, the need to be able to realise one's personal potential and to become the best possible version of oneself. The fifth level is the need for self-actualisation, i.e. the need to realise one's potential and to become the best version of oneself. Maslow believed that people will only pursue other needs after they have satisfied one need, so in business management, managers need to develop personalised solutions to employees' needs in order to better motivate them. The second classic theory of modern management theory is "Theory X - Theory Y" proposed by McGregor. Theory X refers to the fact that most people inherently dislike work and need external incentives, and most people regard work as a necessary life activity rather than a means of self-realisation, based on which, managers need to adopt strict appraisal methods to motivate employees to work hard. appraisals to motivate employees to work hard; Theory Y suggests that people in the right environment work on their own initiative, are intrinsically motivated to seek self-actualisation and are willing to take responsibility and contribute to the organisation. Another classic theory of modern management theory is the seven elements of management proposed by Gulick, i.e. POSDCoRB, which specifically includes Planning refers to the development of the organisation's long-term and short-term goals, and determines the strategies and plans to achieve these goals; Organizing refers to the construction of an effective organisational structure, determining the responsibilities and the relationship of authority and responsibility, and ensuring the rational allocation of resources; Staffing refers to the construction of an effective organisational structure, determining the responsibilities and the relationship of authority and responsibility, and ensuring the rational allocation of resources; and reasonable allocation; Staffing (personnel) refers to the recruitment, training and development of the organisation's human resources, to ensure that there are suitable staff to carry out the tasks; Directing (command) refers to the leadership and motivation of staff, to provide direction and support to ensure that the work is carried out in accordance with the plan; Coordinating (coordinating) means to ensure that the various departments and teams within the organisation between the Coordinating (Coordinating) refers to ensure that the various departments and teams within the organisation work together to resolve conflicts and problems that may arise; Reporting (Reporting) refers to the establishment of an effective information and communication system to ensure the flow of information and transparency between upper and lower levels and different departments; Budgeting (Budgeting) refers to the development and management of the organisation's financial budget, to ensure the effective use of resources and the control of costs. These seven elements provide a comprehensive and systematic framework for managers to help them organise and lead their organisations more effectively and achieve the organisation's goals and mission.

3. The impact of specific elements on employee performance

The previous section has made a systematic overview of the classic theories in management theory, and this section will further explore the impact of specific management tools such as training and development management, compensation management, and so on, i.e., the impact of enterprise human resource management on employee performance. EHRM is a comprehensive management system dedicated to effectively planning, organising, directing and controlling human resources within an organisation, including recruitment, training, performance management, compensation and benefits, etc., in order to optimise the allocation of human resources, improve employee satisfaction and promote the organisation's strategic objectives.

Firstly, training and development management, through which employees are able to acquire new knowledge and skills to enhance their work ability. This is crucial to the organisation because the
The competence of employees is directly related to the overall performance of the organisation. As employees' competence improves, the performance of the enterprise is enhanced accordingly. In addition, employee training can motivate employees and increase job satisfaction. When employees feel that their abilities have been improved, they have more self-confidence and are more willing to make greater contributions to the enterprise. Therefore, employee training is not only beneficial to individual employees, but is also an important means for companies to achieve better performance. Specifically, training includes induction training and daily training.

In terms of induction training, for new employees, a thorough understanding of the company's basic information, work processes and strategic goals is a crucial starting step. This process not only helps new employees to better understand the company's operation mechanism, but also enables them to adapt to the working environment and integrate into the company culture more quickly. In order to achieve this, it is crucial that veteran employees take the lead. Through the guidance of experienced employees, new employees can quickly familiarise themselves with the company's internal structure, teamwork and business processes. This leadership is not only a process of passing on experience, but also an investment in the new employee's productivity.

This structured orientation not only helps new employees to settle in more quickly, but also minimises the potential damage to the company's interests by reducing the number of missteps or inappropriate decisions that can occur when they are unfamiliar with the company's internal conditions.

Daily training can be divided into grassroots staff training, middle-level cadre training and senior executive training according to the level of employees, aiming to meet the professional needs and career development requirements of employees at different levels. Firstly, the core focus of grassroots training is on the in-depth integration of business skills and industry insider knowledge. Such training covers areas such as machine tool operation, shop displays, customer service and office software. The company often invites a team of professionals and industry veterans to deliver the training to ensure that it is professional and practical. It's worth emphasising that training for junior staff is not just classroom-based, but also includes field trips, such as sending staff to work on the production line and in the terminal shop. By gaining a deeper understanding of the real needs of customers, employees will have a more comprehensive understanding of future trends and the company's strategic objectives. This practice-orientated training model helps to develop employees' all-round qualities so that they can better contribute to the company's long-term development. Next is the middle management within the company, these managers have a certain degree of authority they focus on the development of management skills and enhance leadership. Effective communication, strategic thinking, change management, performance management, conflict resolution, decision-making. All of these skills need to be flexibly applied and mastered by middle managers. To become a qualified or excellent middle-level cadres, the main direction of training these middle-level cadres is to let some excellent talents in the industry to teach management communication skills to help these middle-level cadres have a basic concept in their minds. The company can set up an assessment to promote these cadres to apply the concepts in their minds to the actual situation. This will not only help the middle management to become better, but also help to increase productivity if the implementation is successful. At the same time, having a good middle-management team at the top can help make communication between the top and bottom levels more effective and efficient.

It is worth mentioning that training and development management can have different impacts in different companies. From the perspective of industry differences, different industries face different skills needs, for example, food companies may need more rich marketing tools, while technology companies may pay more attention to technical training, and the service industry may pay more attention to the development of customer service and communication skills. Secondly, employee groups are also different, different employee groups may have different learning needs and preferences, the younger generation may prefer to use digital learning tools, while the older generation of employees may prefer traditional face-to-face training.
Compensation management is also an important element of the internal management of an enterprise's discipline. Firstly, as a means of motivation, compensation stimulates the enthusiasm and creativity of employees through a reasonable system, thus improving the level of performance; secondly, compensation is closely related to performance evaluation, and a scientific and reasonable performance evaluation system helps to accurately determine the distribution of compensation, rewards high-performing employees, and promotes the enhancement of the overall performance; and most importantly, a reasonable compensation system is crucial to the development of enterprises, which can attract and retain excellent talents, improve employee satisfaction and loyalty, promote innovation and development, and lay the foundation for the long-term stable development of enterprises. The impact of enterprise performance Appropriate remuneration incentives can increase employees' motivation and commitment to work, thus improving overall productivity. Employees' perception that pay is linked to performance drives them to focus more on reaching organisational goals.

In addition to the management of salary and income, employee job management is also an important management tool, through job promotion can fully mobilise the initiative and motivation of all employees, while internal job promotion can retain the talent resources, that they have a richer role in improving the value of production and efficiency within the company, internal promotion can also make the grassroots staff work harder. Internal staff promotion is divided into three kinds, the first is job promotion, salary promotion, the second is job promotion, salary unchanged, the third is job unchanged, salary promotion. Employee promotion is through the managers of each department with the actual situation of the meeting to discuss, after the unanimous agreement of the staff need to carry out an assessment to observe whether the staff arrived at the ability to perform this position. The advantage of internal promotion is that it can save money to reduce the time and money consumed in recruitment, provide good career development prospects for employees, and can play a good role in promoting the sustainable development of the enterprise.

In addition, welfare benefits are also an important aspect of internal management, including holiday expenses, medical treatment, birthday treatment, tea breaks, etc. The importance of welfare benefits for a company is reflected in the staff's motivation and productivity, and at the same time, excellent welfare benefits can help the company attract better talents. Its role is mainly reflected in the following two aspects, first, can improve employee job satisfaction: good welfare benefits show that the company cares about employees. Paid leave, workplace allowances, health programmes, these benefits can make employees feel valued by the company, which can make employees happy to work, loyal to the company and proactive in doing a good job. Employee's mood and psychological condition directly affects the efficiency of work. A positive and optimistic mental state of the employees can help to create a positive and optimistic team within the company. It can also reduce the turnover rate, which helps bring stronger and more stable motivation. Secondly, it is good for productivity: the benefits can increase focus and productivity. A good benefits package that offers benefits such as paid time off, health insurance and disability insurance can save employees from having to worry about finances, medical expenses and childcare. If employees feel more confident about their personal affairs before, during or after work, they can better focus on their tasks and career development. We can refer to the benefits packages within those successful companies. I will use Apple as a practical example. From the perspective of health and wellness, Apple provides insurance services for its employees, and at the same time enjoys free medical facilities and personnel at Apple's California headquarters, such as doctors, chiropractors, and mental health practitioners, which provides employees with a healthy working environment and facilities; from the perspective of holidays and holidays, Apple focuses on the work-life balance of its employees, and provides more than enough From the perspective of holidays and vacations, Apple focuses on work-life balance and provides employees with a relatively sufficient number of paid holidays, with new employees receiving 15 to 20 days of paid holidays per year. For more senior employees, the number of holidays and holiday days increases to 20 to 30 per year. New mothers are entitled to four weeks' paid leave before giving birth and 14 weeks' maternity leave after giving birth. An additional six weeks of unpaid
leave are also optional. Apple also offers commuting services and subsidies that provide free shuttle service, providing an even better deal for employees. The company also provides employees with a $100 stipend to cover bus fare and other transport costs. For the health of its employees, Apple offers gym services. Physical health plays an important role in mental health and productivity. That's why Apple offers employees a $300 monthly fitness credit for their personal health and wellness. Apple has a company stock purchase plan that offers stock grants and allows employees to purchase discounted stock. Apple has its own on-campus training centre, which helps employees improve their skills as well as their business skills and productivity. Because of these all-round benefits, Apple's employee satisfaction and sense of achievement are very high, to a large extent, stimulate the enthusiasm and creativity of employees, in the joint efforts of these employees, Apple's results among the world's best technology companies.

4. Summary

We have mainly studied the main theoretical schools of management and have sorted out and reviewed some classic management theories. We have analysed the means and roles of HRM in enterprises by looking at a number of dimensions, such as induction training, salary management, job promotion, welfare and security, and provided more abundant and detailed cases as arguments. The significance of this thesis lies in the integration of theory and reality, which provides a comprehensive window and perspective for us to understand the operation of enterprises, especially human resource management, by sorting out the traditional management theories. Through such a study, we can better understand the relationship between the internal and external aspects of business management, thus giving us a deeper understanding of business management and theoretical research. Overall, this study not only helps to deepen our understanding of management theory, but also provides practical guidance and suggestions for actual enterprise management. By combining theory and practice, we can better promote the development and sustainable progress of enterprises.

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