

## Research on Human Resource Operation Mode of Rural Professional Economic Association Based on HR Three-Pillar Model

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### Abstract

Rural professional economic association in the construction of the bridge between the government and farmers at the same time for China's poverty alleviation work has provided a lot of help. People's preference for green food and the rapid development of network platform provide opportunities for the development of rural professional economic associations. However, due to the operation mechanism and other problems, the development of rural professional economic association is stagnant and even backward. In order to solve this problem, the three pillar mode of enterprise HR is introduced. The function division of the three pillar mode can provide help for the operation mode of rural professional economic association and provide a new path for improving the rural professional economic association.

### Keywords

Rural Professional Economic Association; Three Pillar Model of Enterprise HR; Business Model.

### 1. Introduction

Since the reform and opening up, farmers' enthusiasm for production has been greatly mobilized. With the strong support of policies, farmers have begun to actively explore the way to promote their own agricultural development. However, due to the limitation of knowledge, they are facing many difficulties in the development. Without professional seedling knowledge, it is difficult to improve the planting yield only by planting experience, which has become an important bottleneck restricting the development of small-scale farmers and lack of resources lack of good varieties of seedlings shortage, it is difficult to cultivate high-quality products, so that it can not improve the reputation, information is not smooth, farmers can not share information, and even compete with each other, resulting in common damage to interests. In this context, the rural professional economic association began to develop gradually in the 1980s. The rural professional economic association is a public welfare organization which takes serving agriculture as the center, takes mutual benefit and win-win as the purpose, and provides business strategy, information sharing, democratic decision-making, cooperation and mutual assistance as the content. Rural professional economic association is a self-management non-governmental public welfare organization. Due to its own limitations, coupled with the implementation of the Farmers' Professional Cooperatives *Law of the people's Republic of China on Farmers' professional cooperatives*, the market environment has changed dramatically, which makes the development of rural professional economic association in a dilemma. Learn from the enterprise HR three-pillar model, adjust the management model of rural professional economic associations in order to inject new vitality into rural professional economic associations.

### 2. The current situation of rural professional economic association research

#### 2.1 The basic situation of Rural Professional Economic Association Research

The development process of the Rural Professional Economic Association (hereinafter referred to as the Association) is bounded by the *Law of the people's Republic of China on Farmers' professional cooperatives*. The association can be divided into two development stages. Before 2007, the

association did not formally appear and was collectively referred to as "The development situation of "Farmer Professional Cooperative Organization" is improving[1]. After 2007, due to the implementation of the *Law of the people's Republic of China on Farmers' professional cooperatives*, the development space of the association was squeezed and its development was slow. However, many scholars still believe that the association is of great positive significance to the construction of a new countryside. On the basis of absorbing the development experience of Japan and combining with the actual situation of China, Liu Jian, a Chinese scholar, believes that the rural professional economic association can solve the important problem of insufficient competitiveness of farmers' decentralized operation in China [2]. From the perspective of risk aversion, Li Qin and Yang Cheng believe that the association can help farmers effectively avoid market risks in an organized manner and improve the social outlook of rural areas [3]. From the perspective of farmers' benefits in industrial development, Chen Gang and Rong Changyun pointed out that the rapid development of the association can change the mode of agricultural development, make it move towards industrialization, promote farmers' income and improve their living conditions [4].

## **2.2 Problems existing in the operation mode of Rural Professional Economic Association**

### **2.2.1 The organizational strategy of rural professional economic associations is not clear**

At the beginning of the establishment of the association, there was a lack of strategic objectives. The idea passed on by the association was to serve peasant households first collectively and then individually, which was indeed supported by the majority of peasant households and also provided certain help to some peasant households. However, the fundamental purpose of farmers joining the association and becoming a member is to increase their own output and increase economic income, which deviates from the ideas conveyed by the association. This reduces the farmers' enthusiasm for production to a large extent, and also promotes the development of the economic association. Therefore, the organizational strategy of the association should be adjusted according to the existing problems. As the managers of associations are usually the elders with high prestige in the village or persons with strong economic ability, the management team generally lacks professional management experience, which inevitably leads to some problems in the formulation of medium and long-term goals. The short-term and ambiguity characteristics of target setting are obvious, and the product market does not highlight its own product characteristics, and fails to plan the market positioning of the product. Only when the market positioning is accurate and the product is unique can it occupy a dominant position in the market. At the same time, issues such as the scope of promotion, the groups to be promoted, and the ambiguity of cooperation targets are also more prominent in the goal setting process.

### **2.2.2 Insufficient coordination ability of rural professional economic associations**

Inadequate understanding of the benefits of agricultural policies or the time lag in obtaining policy information makes some opportunities or preferential policies unable to benefit members in a timely manner, coupled with the small scale of the association, shortage of talents, and delays in obtaining agricultural planting-related information, even if relevant information is obtained. It is also impossible to make accurate judgments on the authenticity and reliability of the information. Without a market research team, it is unable to timely understand the market demand, receive the feedback from the market on the products of the association, and adjust the production and sales strategy according to the demand in a timely manner. As a result, the planting strategy is delayed or even one-sided, which will not only lose many opportunities, but also damage the interests of members. The association did not hold regular member meetings, nor did it timely and accurately introduce the long-term goals, short-term goals and decisions of the Association to the members.

In 2007, the law of rural professional cooperatives clearly stipulates that the people's governments at or above the county level should provide assistance to agricultural cooperatives. Some regions have neglected the rural economic association due to the one-sided understanding of the policy in some areas, and the resources began to incline to the rural cooperatives. In this situation, some associations lack confidence in their own development, and some regional associations even appear to be affiliated

with rural economic professional associations and rural professional cooperatives at the same time, which has an adverse effect on the development of the association [5]. The association did not actively respond to this situation, which further deteriorated the development environment of the association. As the association is loosely organized, it cannot strictly control the quality of products produced by members during the production and marketing process, nor can it timely follow up and solve the problems in the production of products by members. As a result, the quality of products produced by members cannot be improved and its output decreases. It is also difficult to provide high-quality and low-cost products for online and offline retailers. The loose organization also leads to the poor distribution of products, thus causing slow delivery or even no delivery service for customers. After-sales service is also a big problem for the association. Due to its small scale and insufficient funds, the association is unable to pay the compensation, which leads to the clients' distrust of the association. At the beginning of the sale of agricultural products, there was no timely communication with cooperative enterprises, failure to understand customer needs in time, and timely improvement of the quality of agricultural products according to customer needs. At the same time, the lack of professional team makes it unable to follow up the agricultural production process in time, and fails to explain the member products to customers in detail. As a result, the cooperative enterprises are unable to understand the production status of agricultural products in time, which leads to the enterprises' inability to understand the quality of the products of the association, and their willingness to cooperate is low.

### **2.2.3 The reserve talents of rural professional economic association are insufficient**

Due to the relatively backward rural economic development and infrastructure construction, coupled with the development of urbanization, most of the rural young labor force and talents continue to transfer to the city in order to seek more employment opportunities, which makes the overall rural labor force older and lack of talents. Agricultural professional talents are more scarce, and the cultural level of the leaders of rural professional economic association is generally low, providing more empirical knowledge. There are some deficiencies in advanced production methods, such as intensive farming, rational use of farmland, research and development of new products, and promotion of new technologies. At the same time, the shortage of scale and funds leads to the relatively poor treatment of employees, which makes them unable to attract professional talents and retain talents and managers who are good at agricultural knowledge, resulting in the shortage of reserve talents.

## **3. Suggestions for improving rural professional economic associations**

The three pillar model of HR was proposed by David Ulrich in the 1990s to solve the problem of "whether the human resource department should be abolished". The three pillars are HRCOE, HRBP, and HRSSC. HRCOE: Provide professional guidance for the formulation of the company's human resources strategy, and provide expert support for the company's business problems. HRBP: Assist department managers to effectively solve the problems in the project, pay attention to and feedback the needs of employees, and promote the efficient and orderly progress of the project. HRSSC: Responsible for completing the company's daily administrative affairs, training, selecting, and developing professional talents suitable for the company's development.

### **3.1 HRCOE formulates the development strategy of the organization**

HRCOE is mainly responsible for providing system specifications for HRBP and providing suggestions on strategic objectives for HRSSC. At present, the way of information dissemination using the Internet as a dissemination medium has become a generally accepted way by the public, and it covers a wide range, and has spread to the elderly and children. The lack of publicity on the Internet will result in the loss of many customers. In view of this, the association not only pays attention to offline sales, but also pays attention to online sales. We should establish an all-round development strategy, divide the products into high, middle and low grades for classified production, develop online (looking for e-commerce platform cooperation) and offline at the same time, and conduct market demand research and development. At present, many associations have no or weak

brand awareness. Brand represents the reputation and image of enterprises to a certain extent. As an intangible asset, brand can break the barriers between regions, improve the business efficiency of enterprises, and explore the characteristics of agricultural products (such as green, sweet and healthy) to help associations establish their own brands. Seek help from the government. In recent years, the Chinese government attaches great importance to poverty alleviation. The association is a non-profit organization with the purpose of serving farmers. It can use its own advantages as an entry point to seek help from the government and apply for opening a green channel. In order to reduce the phenomenon of "cheap grain harming farmers", we should work with the school to hire experts from the school as a consultant group to make suggestions for the development of the association, help it to produce scientifically, seek suitable agricultural products suitable for the local soil quality and the members' own abilities, reasonably arrange the production varieties within the association, and refuse to "pile up" production, so as to reduce the occurrence of the phenomenon of "cheap grain harming farmers".

### **3.2 HRBP coordinates stakeholder relationships**

In this work, HRBP is mainly responsible for helping managers coordinate the relationship between the association and its stakeholders. At the same time, it feeds back the needs of stakeholders to experts, conducts system regulation based on expert suggestions, and provides delivery services for HRSSC. HRBP should maintain close contact with e-commerce platforms, promote new products in a timely manner, apply for cooperation plans, set up a poverty alleviation column and a green food column, and provide the poverty alleviation column with products that are generally green but low in price. The green food column is green, healthy and Good quality and good looking products. Provide high-quality products for agricultural retailers, and provide free shipping services, after-sales guarantee, and cooperate with retailers to order agriculture, give priority to production and provide high-quality products.

To communicate with the government, due to the current dual management system of social organizations in China, social organizations are required to be affiliated with the competent business authorities first, and then registered with the civil affairs department. As a result, some associations can not register because they can not find affiliated departments, so they can not carry out their work independently and become affiliated with government departments. Accordingly, it is possible to join poverty alleviation projects, apply for green channels, apply for planting, water and electricity, tax subsidies, and apply for the priority of configuring agricultural tools.

Look for schools to cooperate. The association provides schools with scientific research and experimental bases for students, provides safety protection services for scientific research bases, and provides student internship units for schools. The school provides the base for the promotion of the association site, provides seedling selection and nursery consultation, and provides the association with targeted training talents. College graduates generally have a high professional level and strong enterprising spirit, which meets the company's general requirements for talents. Use the school's technology and test equipment to cooperate with the school to develop new products and new technologies.

Maintain good communication with members, expand the market for members, listen to members' suggestions, and solve problems raised by members in a timely manner. Regularly report the strategic decisions of the association to the members, give detailed explanations on the confusion of the members in the decision-making, and strive for the support of the members, so as to ensure the smooth implementation of the decisions. Coordinating the relationship between farmers, promoting resource sharing and healthy competition between farmers, achieving a win-win situation, providing members with new machinery and equipment, and improving member production efficiency.

### **3.3 HRSSC manages general affairs**

Use the network management platform to control regular management and feed back the needs of members to HRCOE and HRBP. Learn about various policies and real-time information in a timely manner, deliver relevant policies to members in a timely manner, actively strive for various national

preferential policies for members, understand market capacity based on implementation information, provide farmers with planting suggestions, and provide immediate responses to members' questions. Carry out market research in a timely manner, obtain market feedback information, grasp market needs (how to grow the most popular products, the reasons for the popularity, the popularity of member products, the advantages and disadvantages of the products, etc.), and adjust the quality and types of products in a timely manner to meet customer needs. According to expert suggestions, establish a network management platform, use the network management platform to improve the efficiency of procedural work and basic business, reduce routine personnel activities, and cultivate professional talents.

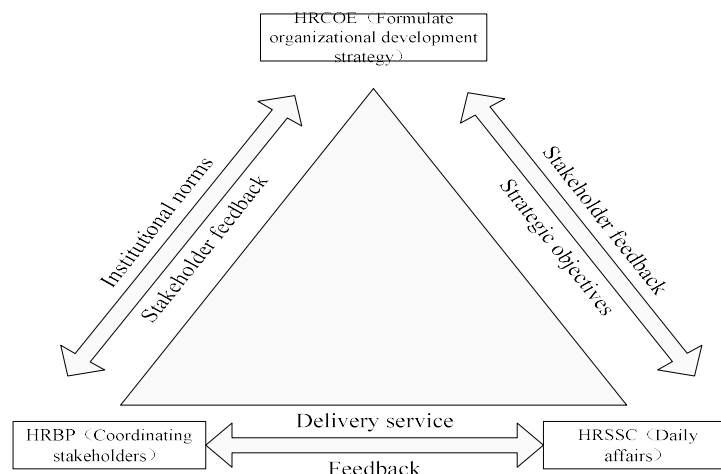


Fig.1 HR three-pillar model diagram

#### 4. Conclusion

Rural Professional Economic Association has played an important role in the service of agricultural development, and has made an important contribution to the construction of new countryside in China. However, due to its limitations, the association has not been able to actively respond to the changing economic environment, so the development of the association is facing great challenges. The study found that the association has problems such as unclear organizational strategic goals, failure to coordinate the relationship with the association's stakeholders in time, and lack of reserve talents.

It is suggested that the three pillar model of enterprise HR should be introduced, HRCOE should be used to formulate the development strategy of the organization, HRBP should be used to coordinate the relationship between stakeholders, and HRSSC should be used to manage routine affairs, so as to cultivate special talents, update the management mode and straighten out the management framework of the association, so as to provide new ideas for the organization construction of the association.

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