Current Situation of Human Resource Management in Tobacco Enterprises from the Perspective of Strategic Human Resource Management

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Objectives: In order to promote the optimization of talent structure in tobacco industry, this paper studies the current situation of human resource management in tobacco enterprises from the perspective of strategic human resource management. Methods: This study is divided into two stages: the first stage is literature research. The main purpose is to study the effect of different human resource management orientations on performance. The second stage is empirical research, which mainly focuses on the impact of government policies on entrepreneurial orientation, the impact of human resources strategies on entrepreneurial orientation, and the relationship between entrepreneurial orientation and performance. A total of 161 valid questionnaires were collected from the tobacco industry. Results: Among the three types of human resource strategies, cumulative innovation and action leadership are significantly positively correlated at the level of 0.01, but the correlation with risk-taking is not significant. There is a significant positive correlation between assisted innovation and action leadership at the level of 0.01, but there is no significant correlation with the dimension of risk-taking. The two dimensions of innovation and action leadership in human resource orientation have a positive impact on the two dimensions of financial performance and growth performance respectively. Conclusion: The cumulative human resource strategy in the human resource strategy has a positive impact on the two dimensions of innovation and action leadership of the tobacco industry.

In many industries, compared with other industries, tobacco industry not only has its particularity, but also has its importance. It is special because, first, its products are special, and second, the state's policies on this industry are special[1]. It is important because it has played an important role in the increase of national tax revenue and economic development. Tobacco products are not only addictive consumer goods, but also consumer goods with certain health hazards and negative externalities (such as passive smoking caused by smoke, increasing social and public medical expenditure, fire hazards, etc.)[2-3]. As the country with the largest smoking population in the world, China has issued a series of documents, laws and regulations on the management of the tobacco industry[4]. The State Council issued the tobacco monopoly regulations in September 1983[5]. In 1991, China established and consolidated the national tobacco monopoly system in the form of law[6]. In July 1997, it further made specific

and clear provisions on strengthening the management of tobacco monopoly[7]. In November 2005, the general office of the State Council forwarded the opinions on further deepening the reform of tobacco enterprises[8].

After continuous adjustment and innovation, China has gradually formed a set of national tobacco monopoly system with obvious Chinese characteristics[9]. The State implements "unified leadership, vertical management and monopoly" on the tobacco industry. While the tobacco industry has its particularity, it also plays an important role and has made great contributions to China's economic development. Taking Yunnan as an example, from 1994 to 2005, the tobacco industry realized a total profit of 85.336 billion yuan and paid two taxes (cigarette value-added tax and cigarette consumption tax) of 236.963 billion yuan[10]. Since 1998, tobacco bosses such as Kunming Cigarette Factory and Yuxi cigarette factory have encountered many adverse factors: increasingly fierce competition, and foreign cigarettes such as 555 and Marlboro have invaded China together with foreign culture[11]. With the strong voice of banning smoking, the number of smokers is decreasing. Sometimes the government's guidance and supervision of the tobacco industry and the introduction of some policies lack the mastery of the actual situation of enterprises and the understanding of their development law, and the decision-making and management are lack of scientificity[12]. In terms of internal management, many tobacco enterprise leaders used to rely more on courage, experience and seizing opportunities to succeed, but now they need to understand scientific management.

In order to promote the globalization of tobacco control, since 1999, the World Health Organization has promoted the formulation of the Framework Convention on tobacco control (FCTC)[13]. The Chinese government has actively participated in the process of concluding the Framework Convention on tobacco control and signed the Convention on November 10, 2003. It is the 77th signatory[14]. After China's accession to the Framework Convention on tobacco control, the tobacco industry has been restricted in varying degrees from packaging, advertising and publicity[15]. At the same time, this incident has also prompted people to pay more attention to health and cigarette safety. The number of cigarette consumers is decreasing and the existing market is shrinking. In order to survive, develop and grow in the competition, enterprises must pay attention to technological innovation, process research and development, reduce tar content, nicotine content and other harmful components, and improve the safety of cigarettes. In addition, it is imperative to strengthen management, seek innovation and strive to improve the competitiveness of enterprises.

METHODS

Research Conception

Through the review and summary of previous relevant studies, combined with the actual situation of this study, the following research ideas are put forward:

(1) Human resource strategy consists of accumulation strategy, assistance strategy and utility strategy. Human resource strategy is one of the variables in this study, which will affect entrepreneurship orientation.

(2) In this study, government policy support includes capital technology and entrepreneurship policy. Government policy support is one of the variables in this study, and it will affect entrepreneurship orientation. (3) Entrepreneurship orientation is one of the focuses of entrepreneurship research. In this study, entrepreneurship orientation includes three dimensions: innovation, action leading and risk taking. Entrepreneurial orientation is another variable in this study. Entrepreneurial orientation will affect performance.

(4) Performance is the dependent variable of this study. This study determines performance by measuring financial performance and growth performance.

Research Steps and Methods

This study is divided into five parts:

The first part is the research background and problems. Through the understanding of the realistic and theoretical background of this research, this paper puts forward the problems concerned in this research and determines the focus of the research.

The second part is literature review. Review and summarize previous studies to provide relevant theoretical basis for this study. The third part puts forward the research conception and hypothesis. According to the literature review, this paper puts forward the idea of this study, and puts forward the hypothesis of this study on this basis.

The fourth part is empirical research. Through the quantitative data analysis of the questionnaire, verify the relationship between government policy support, human resource strategy, entrepreneurial orientation and performance, and test the research hypothesis.

The fifth part is the research summary and future research prospect. Summarize the conclusions and shortcomings of this study, and put forward the direction of future research and issues needing attention.

This paper comprehensively uses the theories and methods of economics, management, statistics and other disciplines to study the tobacco industry with reference to relevant research at home and abroad. The main methods include:

Literature reading method: the research on human resource strategy, entrepreneurial orientation and performance is obtained mainly through the retrieval of the campus library network database, China HowNet, China Academic Journal Network, Baidu and other relevant information websites. Go to libraries, enterprises and scientific research institutes to find information, understand and master the relevant policies of the government on the tobacco industry,

some background information on the development of the tobacco industry, etc. The selected literature has become the main material and theoretical basis of this study.

Interview method: in the process of designing the questionnaire, this paper interviewed some managers of the tobacco industry and researchers of scientific research institutions to communicate and exchange relevant issues in this study. It ensures the scientificity, reality and operability of the research.

Questionnaire survey: This paper mainly uses a structured questionnaire to obtain data. The questionnaire covers the main tobacco enterprises in Yunnan. The questionnaire is filled in by the senior, middle and grass-roots managers of tobacco enterprises and the personnel of human resources departments.

Statistical analysis: the collected questionnaires are analyzed and processed with SPSS statistical software. The main analysis methods used include factor analysis, correlation analysis and regression analysis. The reliability and validity of the theoretical conception are determined through factor analysis, the relationship between various variables in this study is understood through correlation analysis, the relationship between various variables is comprehensively analyzed and summarized through regression analysis, and the relationship between various variables is explained and explained.

RESULTS
Interview Research

Interview method is a research method that researchers collect data about each other's psychological characteristics and behavior through conversation with the research object. This research interview focuses on the specific content of the research, in order to systematically explain, describe and predict certain psychological characteristics and activities. The following is a brief introduction to the process and results of this research interview. The interview process of this study was conducted from June to July, and 18

people from 7 enterprises in the tobacco industry were interviewed. In the interview, the questions we used were all open questions. The questions involved the development of the tobacco industry, the support of government policies, enterprise human resources strategy and entrepreneurial orientation performance. In addition, we also interviewed the measurement of performance.

In terms of human resources, 13 respondents recognized the important role of enterprise human resources management in cultivating and promoting enterprise entrepreneurship, building a good operation mechanism and sustainable competitive advantage. It is considered that it is beneficial for enterprises to focus on the long-term, pay attention to talent training, and take measures in team building. In terms of policy support, 15 respondents mentioned that because the State implements monopoly on the tobacco industry, the impact of government policies on the tobacco industry is greater than that of other industries. Tobacco enterprises are affected by government policies from production planning, purchase of equipment and raw materials, product sales, etc. It has a great impact on the development of tobacco enterprises. The government's policy support for tobacco enterprises in terms of capital and technology, as well as policy support for enterprise

innovation, external expansion and secondary entrepreneurship, will have a great impact on the development of enterprises. In terms of performance, most respondents have a clear understanding of financial performance, such as completed output value, realized tax and profit, etc. The description of growth performance is slightly vague. 9 respondents mentioned the improvement of market share, 10 respondents mentioned the development prospect and expansion degree of enterprises, and 13 respondents thought that many people in their enterprises wanted to join, and the salary was more attractive.

Questionnaire Study

The samples of this study are mainly from tobacco enterprises in Yunnan, including Hongyun Group Kunming Cigarette Factory, Qujing Cigarette Factory, Huize cigarette factory, Hongta Group yuxi cigarette factory, Dali cigarette factory, Honghe Cigarette Factory, Yunnan Tobacco Import and Export Corporation, Yunnan tobacco company and so on. A total of 210 questionnaires were distributed, involving 25 enterprises, and 185 questionnaires were recovered, with a recovery rate of 88.1%, including 162 valid questionnaires. 23 questionnaires were deleted due to incomplete items or the same number of answers. The effective sample rate was 77.1%. The overall situation is ideal. See Table 1 for details.

Table 1
Questionnaire Sample Statistics

	Valid sample	Invalid sample	Send out questionnaire
Number of recovered samples	162	23	210
Rate of recovery	77.10%	11.00%	88.10%

This questionnaire consists of five parts: the background of the testing enterprise and the testing object, human resources strategy, entrepreneurial orientation, performance and policy support.

The first part is the sample background, including personal background and enterprise background. The second part is the characteristics of human resources

strategy. The human resources strategy part is composed of 11 topics, using Schuler's division method of accumulation type, utility type and assistance type. The third part is the entrepreneurial orientation part. This part of the questionnaire consists of 10 questions. The design of the questionnaire refers to the scale compiled by covin and Slevin and the scale designed by Qu weipeng.

The fourth part is the policy support part. The project source part draws lessons from the entrepreneurial environment measurement scale developed by Bloodgood in 1995, the environment scale designed by he Zhicong and the questionnaire on enterprise innovation ability and development strategy of the research group of the global entrepreneurship research center of Zhejiang University, and makes appropriate adjustments in combination with the interview. The fifth part is the performance part. The preparation of the scale mainly refers to the scale designed by Chen Jie and the scale designed by Wicklund and Shepherd.

Each topic is measured by liken's five point sequential scale, which is divided into very disagree, disagree, no opinion, agree and very agree. 1-5 points are given respectively. The higher the score, the more consistent the situation is with the description of the topic.

Statistical Analysis Results

Table 2
Human Resource Data KMO Measure And Bartley Sphere Test Results

	KMO sample measure	0.805
	Approximate chi-square value	566.861
Bartley sphere test	Variance	92
	Significant	0.000

According to table 2, KMO=0.805 (> 0.7), and Bartlett test result Sig. is significant, so the samples in this study are suitable for factor analysis.

Table 3
KMO Measure Of Entrepreneurial Orientation Data And Bartley Sphere Test Results

	KMO sample measure	0.849
	Approximate chi-square value	690.21
Bartley sphere test	Variance	92
	Significant	0.000

According to table 3, KMO=0.849 (> 0.7), and Bartlett test result Sig. is significant, so the samples in this study are suitable for factor analysis.

Table 4
Kmo Measure Of Policy Support Data And Bartley Sphere Test Results

	KMO sample measure	0.745
	Approximate chi-square value	659.852
Bartley sphere test	Variance	45
	Significant	0.000

According to table 4, KMO=0.745 (> 0.7), and Bartlett test result Sig. is significant, so the samples in this study are suitable for factor analysis.

Correlation refers to that there is a certain relationship between the two kinds of phenomena in the direction and size of development and change, but it is uncertain which is the cause and which is the result between the two kinds of phenomena. In order to further explore the internal relationship between human resource strategy, government policy support, entrepreneurial orientation and performance of tobacco enterprises, we make correlation analysis on several measurements from the factor level, using Pearson analysis.

Among the three types of human resource strategies, the cumulative type is significantly positively correlated with the innovation and action leadership in entrepreneurial orientation at the level of. 01, but the correlation with the dimension of risk-taking is not significant. There is a significant positive correlation between assistance and innovation and action leadership in entrepreneurial orientation at the level of. 01, but there is no significant correlation with risk-taking.

In the two items of government policy support in this study, financial and technical support is significantly positively correlated with innovation and action leadership in entrepreneurial orientation at the level of. 01, but the correlation with risk-taking is not significant. Entrepreneurial policy support has a significant positive correlation with innovation and action leadership in entrepreneurial orientation at the level of. 01, but has no significant correlation with risk-taking.

The innovation in the entrepreneurial orientation dimension is significantly positively correlated with the financial performance and growth performance in the performance at the level of. 01, and the entrepreneurial policy support is significantly positively correlated with the innovation and action leadership in the entrepreneurial orientation at the level of. 01. The correlation between risk-taking and financial performance and growth performance is not significant.

DISCUSSION

From the results of this study, the cumulative human resource strategy in the human resource strategy has a positive impact on the two dimensions of innovation and action leadership in the entrepreneurial orientation of the tobacco industry. When enterprises focus on the long-term human resource management, on the one hand, they pay attention to the training of talents, and the knowledge, technology and ability of employees are improved. On the other hand, employees can basically work in tobacco enterprises until retirement. Employees' personal interests are consistent with the long-term development of the enterprise and have a sense of belonging. Employees feel the concern and support from the enterprise, their initiative is fully mobilized and put into work with the sense of ownership, which has a positive impact on the innovation and action leadership of entrepreneurship orientation.

The assistant human resource strategy in the human resource strategy also has a positive impact on the two dimensions of innovation and action leadership in the entrepreneurial orientation of the tobacco industry. The production and marketing of tobacco enterprises are mostly carried out by teams and teams. The enterprise adopts the assisted human resources strategy, takes measures in team building, attaches importance to the communication and cooperation between employees, achieves results in team building, and establishes the interaction between enterprises and individuals, which has a positive impact on the entrepreneurial orientation.

Environmental variables refer to the key factors of the external environment of individuals and organizations. This paper mainly studies the impact of policy support of environmental variables on the entrepreneurial orientation of tobacco industry. The data analysis results of this study show that both financial and technical policy support. For example, the government provides preferential policies for the technological transformation

of tobacco enterprises, encourages and supports enterprises to introduce advanced foreign equipment and technology, and provides support in enterprise financing and loans. It is also the policy support for secondary entrepreneurship, such as the policies issued by government departments to encourage the strategic development and secondary entrepreneurship of enterprises and provide good preferential policies for the external expansion of enterprises, which have a positive impact on the two dimensions of innovation and action leadership in the entrepreneurial orientation of the tobacco industry.

This study explores the impact of entrepreneurial orientation on performance in the tobacco industry under the situational characteristics of China. The data analysis results of this study show that the two dimensions of innovation and action leadership in entrepreneurial orientation have a positive impact on the two dimensions of financial performance and growth performance respectively. The impact of risk-taking dimension on performance in entrepreneurial orientation is not supported in this study. This reflects that tobacco enterprises at this stage are different from the previous start-up stage. At that time, if they dare to take risks and capture opportunities in risks, they will achieve business success. Now the whole tobacco industry is gradually on the right track. Tobacco enterprises play a more important role in pursuing rapid development and sustainable development, continuous innovation and ahead of time.

Conflicts of Interest Disclosure Statement

The authors declare no conflict of interest in the authorship or publication of this work. The authors declare no sponsored financial sources by any organization related to tobacco production for the undertaken study.

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